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ABSTRACT

This 9-12 hour organizational simulation enables participants to assume responsibility for operating a fictional technical college serving 10,000 students by taking on the roles of 10 college officials (president, vice presidents, deans, and campus administrators). Based on interviews with 117 vocational education administrators and instructors employed in 38 secondary and postsecondary institutions, the simulation has been field tested at 4 universities and is designed to stand alone or in tandem with a leadership course or program. The document consists of guidelines for conducting the simulation, orientation materials from the fictional technical college, and role materials that spark the simulation activities for each of the 10 administrators. The guidelines provide the simulation director (and one or two assistants) lists of required supplies and materials and checklists of tasks to be accomplished before, during, and after the simulation. Orientation materials include information about the simulation situation and information about the fictional technical college, such as its mission statement, programs and services offered, a map of its geographical area, and a table of organization. Role materials include the following: position descriptions, memoranda, letters, reports, organization charts, and information about the history, physical description, mission, program areas, and organization of the technical college. (CML)

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University of California, Berkeley

BREAKERS: AN ORGANIZATIONAL SIMULATION FOR VOCATIONAL EDUCATION PROFESSIONALS

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BREAKERS:
AN ORGANIZATIONAL SIMULATION FOR VOCATIONAL EDUCATION PROFESSIONALS

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BREAKERS: AN ORGANIZATIONAL SIMULATION FOR VOCATIONAL EDUCATION PROFESSIONALS

Curtis R. Finch

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BREAKERS: AN ORGANIZATIONAL SIMULATION FOR VOCATIONAL EDUCATION PROFESSIONALS

EXECUTIVE SUMMARY

This organizational simulation enables participants to assume the roles of administrators (e.g., dean, vice president, campus administrator) and to be responsible for operating Breakers Technical College, an institution that serves over 10,000 full-time and part-time students. The simulation is highly interactive, allowing participants to apply various leader attributes in a variety of settings and situations. Simulation content, which builds upon National Center for Research in Vocational Education leadership research (Finch, Gregson, & Faulkner, 1991), was drawn from personal interviews with 117 vocational education administrators and instructors employed in 38 secondary and postsecondary institutions across the United States. Additional interviews were conducted with groups of technical college, community college, and technical center administrators and instructors to obtain group process and contextual information. The simulation has been field tested at four different universities and was well received by users.

Simulation materials consist of guidelines for conducting the simulation, Breakers Technical College orientation materials, and materials for each of the ten administrators. The guidelines include checklists and forms that should be helpful to persons who direct the simulation.

The simulation can be conducted as a stand-alone activity or in conjunction with an administration or leadership course, workshop, or program. Basic time requirements are one to two hours for the simulation orientation, six hours for the simulation, and two to four hours for the simulation debriefing.

Ten participants are needed to assume the administrative positions used in the simulation. However, a second or even third simulation can be run simultaneously if additional groups of ten persons are available. A simulation director and one or two assistants are needed for each simulation that is conducted.

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SECTION 1

CONDUCTING THE SIMULATION

SECTION 1

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CONDUCTING THE SIMULATION

OVERVIEW

Welcome to the Breakers Technical College Organizational Simulation! If you have ever conducted or participated in a simulation, you probably have some feeling for the way simulations operate. If you are not experienced with this form of learning, the guidelines on this and the following pages will assist you in conducting a successful simulation. Please keep in mind that these are general guidelines, so you may choose to modify them to suit your particular audience and setting.

The guidelines are organized as a set of easy-to-use checklists, sample materials, and information sheets. It is suggested that you first read the contents of this booklet and then review the simulation participants' orientation materials and position folders. If necessary, read the guidelines a second time and walk through the simulation process in your mind to clarify simulation details. In order to describe the focus of correspondence used in this simulation as well as its origination and distribution, a set of explanatory materials has been included (see page 20). A brief review of these materials should give you an overview of various "stimuli" the participants will be dealing with during the simulation. You may also use this information to help plan for observations of participants during the simulation and for debriefing session discussion topics. If all else fails, gather a group of colleagues together and conduct a simulation dry run. Such an experience should put you in an excellent position to conduct a successful simulation.

SIMULATION ORGANIZATION AND OPERATION

The Breakers Technical College Simulation is a personal development activity prepared for use by vocational education professionals. In this dynamic simulation, participants assume the roles of administrators (e.g., dean, vice-president, campus administrator) and are responsible for operating a technical college that serves over 10,000 full-time and part-time students at several campuses. The simulation is highly interactive and thus allows participants to apply various leadership attributes to a variety of administrative situations.

Simulation content was drawn from personal interviews with 117 vocational education administrators and instructors employed at 38 secondary and postsecondary institutions in seven states (Finch, Gregson, & Faulkner, 1991). Additional interviews were conducted with groups of administrators employed at a technical college, a community college, and a technical center. These interviews served to document events and incidents in the professional lives of administrators that demanded their full attention and the organizational contexts within which the incidents occurred.

The simulation can be conducted independently or in conjunction with an administration or leadership course or workshop. Basic time requirements for conducting the simulation are as follows:

Orientation - 1 hour (should be completed before the day of the simulation)
Simulation - 6 hours (a good part of one day, morning and afternoon)
Debriefing - 2 to 4 hours (should at least be started on the day of the simulation)

Ten participants are needed to assume the administrative positions used in the simulation; however, a second or even third simulation can be run simultaneously if additional groups of ten persons are available. Also, a director is needed for each simulation. It is most important to have one or two assistants available to deliver messages and observe participants.

Ideally, the simulation is run in an office suite or building where participants can use existing offices, furniture, and telephones during the simulation. An alternative would be to use a motel or hotel, where participants' rooms serve as individual offices. Classrooms or dormitory rooms can also serve as offices.

REFERENCE

Finch, C. R., Gregson, J., & Faulkner, S. L. (1991). *Leadership behaviors of successful vocational education administrators*. Berkeley, CA: National Center for Research in Vocational Education, University of California at Berkeley.

PRIOR TO THE SIMULATION

____ 1 **Establish the focus**
____ 1.1 Consider the simulation's focus (e.g., leadership attribute development)
____ 1.2 Prepare "wrap-around" experiences/activities preceding and following the simulation (if appropriate)
____ 1.3 Develop means of assessing outcomes and participant satisfaction

____ 2 **Provide an appropriate simulation location**
____ 2.1 An individual office, chair, and desk for each of the ten participants
____ 2.2 An individual telephone for each participant
____ 2.3 Offices convenient to each other
____ 2.4 A separate conference room that will seat at least fifteen persons

____ 3 **Organize and review the simulation materials**
____ 3.1 An orientation packet for each participant
____ 3.2 A simulation position folder for each participant
____ 3.3 Certificates of completion (see page 14)
____ 3.4 Participant reaction forms (see page 18)

____ 4 **Organize simulation facilities and support materials**
____ 4.1 A position title for each office door
____ 4.2 A name tag for each participant
____ 4.3 Mail baskets (one per office)
____ 4.4 Administrator directory (see page 9)
____ 4.5 Office supplies (stationery, carbon paper, pens, self-adhesive notes, paper clips)
____ 4.6 Provision for meals (if appropriate)
____ 4.7 Provision for copying

____ 5 **Discuss the support staff roles**
____ 5.1 Director
____ 5.2 Mail carrier
____ 5.3 Observer(s)

DURING THE SIMULATION

_____ 1 **Orient the participants** (If possible, this should be accomplished on the day prior to the simulation)
_____ 1.1 Orientation materials
_____ 1.2 Offices and mail and telephone systems
_____ 1.3 Maintenance of role for the entire simulation
_____ 1.4 Conclusion time
_____ 1.5 Lunch arrangements (if appropriate)
_____ 1.6 Role of observers

_____ 2 **Provide office mail service**
_____ 2.1 At half-hour intervals
_____ 2.2 By picking up mail from mail baskets at office doors
_____ 2.3 By delivering mail to the center of each office desk

_____ 3 **Observe participants appropriately**
_____ 3.1 Be an unobtrusive observer
_____ 3.2 Observe each participant at least twice
_____ 3.3 Attempt to observe each participant in a variety of settings
_____ 3.4 Take observation notes for reference during the debriefing session
_____ 3.5 Be on the lookout for potential problems that may keep the simulation from flowing smoothly

FOLLOWING THE SIMULATION

_____ 1. **Conduct the simulation debriefing** (see page 7)

_____ 2. **Assess the simulation outcomes**

_____ 3. **Obtain participant reactions to the simulation** (see page 18)

_____ 4. **Collect the simulation materials**

_____ 5. **Conclude the "wrap-around" activities** (if appropriate)

_____ 6. **Distribute completion certificates** (see page 14)

SUPPLIES AND MATERIALS
(Quantities based on ten participants)

		Item	Quantity
_____	1.	Orientation packets	10
_____	2.	Position folders (one per position)	10
_____	3.	Name tags (one per participant)	10
_____	4.	Office door titles (one per participant)	10
_____	5.	Mail baskets (one per office)	10
_____	6.	Packet of self-adhesive notes (one per participant)	10
_____	7.	Paper clips (one box per participant)	10
_____	8.	Pens (two per participant)	20
_____	9.	Letterhead stationery (twenty sheets per participant)	200
_____	10.	Carbon paper (three sheets per participant)	30
_____	11.	Directory (one per participant)	10
_____	12.	Note pads (one per participant)	10
_____	13.	Certificates (one per participant)	10
_____	14.	Appointment book page (one per participant)	10

PARTICIPANT DEBRIEFING

The purpose of the debriefing is to provide participants with opportunities to discuss their simulation experiences. Discussions may focus on a variety of areas, thus stimulating participants to better clarify, understand, assess, and share their experiences. Group debriefing allows participants to benefit from each other's experiences and feelings.

Presented below are examples of questions that may be used to stimulate participants to discover more about their experiences and to set the stage for individual improvement. It may be useful to discuss one question at a time, list each participant's answers on a chalkboard or flip chart, and summarize when all answers have been provided.

NOTE: In questions 1 and 2, participants discuss their use of time. This has implications for time management, scheduling, and involvement with others.

1. During the simulation, what percentage of time did you spend alone? How much of this time spent alone were you (1) reading, (2) writing, and (3) planning?

2. During the simulation, what percentage of time did you spend with others? How much of this time was devoted to (1) scheduled meetings, (2) unscheduled meetings, and (3) telephone conversations?

NOTE: Through Question 3 and 4, participants can share their perceptions of what problems and issues were contained in the simulation.

3. What was the most significant problem you faced in your simulation position?

4. What are some of the issues you faced in your simulation position?

NOTE: Questions 5 and 6 stimulate participants to discuss what they felt they accomplished and did not accomplish during the simulation.

5. What are three things you personally accomplished or achieved during the simulation? Can these be translated into leader attributes?

6. In what ways were you personally disappointed with yourself during the simulation? Can these be translated into leadership deficiencies?

NOTE: Questions 7, 8, and 9 provide participants with an opportunity to share what they learned about themselves and about how they relate to organizations.

7. As a result of the simulation, what did you learn about yourself?

8. As a result of the simulation, what did you learn about organizations and organizational structure and culture?

9. What did you learn about your own leader attributes?

10. What are some of the lessons learned and useful ideas that you would like to pass along to others?

SAMPLE DIRECTORY

BREAKERS TECHNICAL COLLEGE
ADMINISTRATOR DIRECTORY

TITLE	NAME	PHONE	ROOM
President			
Vice President, Academic Services			
Vice President, Administration			
Vice President, Human Resource Development			
Dean, Business Studies			
Dean, General Studies			
Dean, Service Studies			
Dean, Technical Studies			
Administrator, North Campus			
Administrator, South Campus			
Conference Room			

SAMPLE STATIONERY

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

DISTRIBUTION

_____ President
_____ Vice-President, Academic Services
_____ Vice-President, Administration
_____ Vice-President, HRD
_____ Dean, Business Studies
_____ Dean, General Studies
_____ Dean, Service Studies
_____ Dean, Technical Studies
_____ Administrator, North Campus
_____ Administrator, South Campus
_____ Other (specify)

SAMPLE COMPLETION CERTIFICATE

Certificate Of Completion

Leadership Development Workshop

has successfully completed a workshop
using materials developed by the
National Center for Research in Vocational Education
University of California at Berkeley

____
Workshop Director

SAMPLE APPOINTMENT BOOK PAGE

From ___/___/19___
to ___/___/___

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
7:00 and before							
8:00							
9:00							
10:00							
11:00							
12:00							
1:00							
2:00							
3:00							
4:00							
5:00							
6:00							
7:00							
8:00							
9:00							
10:00							
11:00							
12:00							
1:00 and after							

SAMPLE PARTICIPANT REACTION FORM

PARTICIPANT REACTIONS TO THE BREAKERS TECHNICAL COLLEGE SIMULATION

Name: ______________________________

Simulation Position: ______________________________

Please provide at least three comments for each of the following questions:

1. What did you personally gain from participating in the simulation?

2. What did you like best about the simulation?

3. What improvements do you feel should be made to the simulation?

CORRESPONDENCE: ORIGINATION, DISTRIBUTION, AND FOCUS

33

BREAKERS TECHNICAL COLLEGE
CORRESPONDENCE ORIGINATION CODES

President (PRES)

Vice President, Academic Services (VPAC)

Vice President, Administration (VPAD)

Vice President, Human Resource Development (VPHR)

Dean, Business Studies (DBS)

Dean, General Studies (DGS)

Dean, Service Studies (DSS)

Dean, Technical Studies (DTS)

Administrator, North Campus (ANC)

Administrator, South Campus (ASC)

Technical College Board (TBC)

External (EXT)

BREAKERS TECHNICAL COLLEGE
PRESIDENT
CORRESPONDENCE FOLDER CONTENTS

PRES-1

VPHR-2 with Position Descriptions

VPHR-1 with Organization Charts

TCB-1

DGS-1

VPAC-4

PRES-5

EXT-1

PRES-4

EXT-2

VPAD-5 with Brochure

VPAD-4

PRES-3

PRES-2

DTS-1 with Report

VPAD-2

VPAD-3

TCB-2

EXT-10

VPAD-7

VPAD-6

BREAKERS TECHNICAL COLLEGE
VICE PRESIDENT, ACADEMIC SERVICES
CORRESPONDENCE FOLDER CONTENTS

PRES-1
VPHR-2 with Position Description
VPHR-1 with Organization Charts
VPAC-3
VPAC-1
VPAC-2
DGS-3
DGS-1
VPAC-4
VPAD-5 with Brochure
VPAD-4
PRES-3
DTS-1 with Report
DTS-4
ANC-5
ANC-4
VPAD-2
ANC-1
VPAD-3
EXT-13
VPAD-7
VPAD-6

BREAKERS TECHNICAL COLLEGE
VICE PRESIDENT, ADMINISTRATION
CORRESPONDENCE FOLDER CONTENTS

PRES-1
VPHR-2 with Position Descriptions
VPHR-1 with Organization Charts
VPAD-1
VPAC-4
ASC-4
PRES-5
PRES-4
VPAD-5 with Brochure
VPAD-4
PRES-3
PRES-2
DTS-1 with Report
ANC-6
VPAD-2
VPAD-3
EXT-11
EXT-10
VPAD-7
VPAD-6

BREAKERS TECHNICAL COLLEGE
VICE PRESIDENT, HUMAN RESOURCE DEVELOPMENT
CORRESPONDENCE FOLDER CONTENTS

PRES-1
VPHR-2 with Position Description
VPHR-1 with Organization Charts
VPHR-3
EXT-6
VPAC-1
VPAC-2
DGS-2
VPAC-4
VPAD-5 with Brochure
VPAD-4
DTS-1 with Report
VPAD-2
ANC-2
VPAD-3
VPAD-7
VPAD-6

BREAKERS TECHNICAL COLLEGE
DEAN, BUSINESS STUDIES
CORRESPONDENCE FOLDER CONTENTS

PRES-1

VPHR-2 with Position Descriptions

VPHR-1 with Organization Charts

DBS-2

DBS-3

DBS-1

EXT-5

EXT-3

DGS-1

VPAC-4

VPAD-5 with Brochure

VPAD-4

DTS-1 with Report

DTS-4

VPAD-2

VPAD-3

VPAD-6

BREAKERS TECHNICAL COLLEGE
DEAN, GENERAL STUDIES
CORRESPONDENCE FOLDER CONTENTS

PRES-1

VPHR-2 with Position Descriptions

VPHR-1 with Organization Charts

DGS-4

EXT-9

DGS-1

DGS-2

DGS-3

VPAC-4

VPAD-5 with Brochure

VPAD-4

DTS-1 with Report

VPAD-2

VPAD-3

EXT-14

VPAD-6

BREAKERS TECHNICAL COLLEGE
DEAN, SERVICE STUDIES
CORRESPONDENCE FOLDER CONTENTS

- PRES-1
- VPHR-2 with Position Descriptions
- VPHR-1 with Organization Charts
- DSS-3 with DSS-2
- DSS-4
- DGS-1
- VPAC-4
- VPAD-5 with Brochure
- VPAD-4
- DTS-1 with Report
- DTS-4
- VPAD-2
- DSS-1
- VPAD-3
- EXT-7
- VPAD-6

BREAKERS TECHNICAL COLLEGE
DEAN, TECHNICAL STUDIES
CORRESPONDENCE FOLDER CONTENTS

PRES-1
VPHR-2 with Position Descriptions
VPHR-1 with Organization Charts
DTS-5
DTS-6
EXT-15
DGS-1
VPAC-4
VPAD-5 with Brochure
VPAD-4

PRES-3
PRES-2
DTS-1 with Report
DTS-4
VPAD-2
VPAD-3
EXT-8
DTS-3
DTS-2
VPAD-6

BREAKERS TECHNICAL COLLEGE
ADMINISTRATOR, NORTH CAMPUS
CORRESPONDENCE FOLDER CONTENTS

PRES-1

VPHR-2 with Position Descriptions

VPHR-1 with Organization Charts

ANC-3

VPAC-1

VPAC-4

VPAD-5 with Brochure

VPAD-4

DTS-1 with Report

ANC-6

ANC-5

ANC-4

VPAD-2

ANC-2

ANC-1

TCB-2

VPAD-3

EXT-12

VPAD-6

BREAKERS TECHNICAL COLLEGE
ADMINISTRATOR, SOUTH CAMPUS
CORRESPONDENCE FOLDER CONTENTS

PRES-1

VPHR-2 with Position Descriptions

VPHR-1 with Organization Charts

ASC-3

ASC-1

EXT-4

VPAC-2

VPAC-4

ASC-4

VPAD-5 with Brochure

VPAD-4

PRES-2

DTS-1 with Report

VPAD-2

VPAD-3

ASC-2

VPAD-6

EXT-9

BREAKERS TECHNICAL COLLEGE
SUMMARY OF CORRESPONDENCE

DOC	TO	FROM	SUBJECT
ANC-1	VP, AC	AD, NC	Technology Transfer Center Report
ANC-2	VP, HRD	Gail Gordon, Pres., Faculty Union, NC	Possible Reduction in Enrollments at North Campus
ANC-3	AD, NC	NC Secretary	Holiday Foods Groundbreaking
ANC-4	VP, AC	AD, NC	Potential for Expanding our Prison Program
ANC-5	AD, NC	Coordinator, Serv. Studies	Adjunct Instructor Development Program
ANC-6	VP, AD	AD, NC	Reactions to Promotional Brochure
ASC-1	AD, SC	AD Asst., SC	Facilities Survey, Instrumentation Technology Program
ASC-2	AD, SC	Chair, Bus. Studies, SC	Concerns about Adjunct Instructors
ASC-3	AD, SC	Director, Counseling Services, SC	Drug Use on Campus
ASC-4	VP, AD	AD, SC	Reactions to Promotional Brochure
DBS-1	Dean, BS	Coordinator, Micro. Lab.	Microcomputer Availability
DBS-2	Dean, BS	Coordinator, Econ. Dev.	Technology Transfer Center Report
DBS-3	Dean, BS	Mary McGuire, Head, Mkting.	Potential Personnel Problem
DGS-1	Dean, SS, BS, TS	Dean, GS	Integrating General and Technical Studies
DGS-2	Dean, GS	Head, Dev. Studies	Personal Concerns
DGS-3	VP, AC	Dean, GS	Course Scheduling Conflicts
DGS-4	Dean, GS	Head, Comm. and Soc. Studies	Potential Department Name Change

BREAKERS TECHNICAL COLLEGE
SUMMARY OF CORRESPONDENCE

DOC	TO	FROM	SUBJECT
DSS-1	Dean, SS	Paul Perez, Head, Trans. Dept.	Meeting a Handicapped Student's Needs
DSS-2	Head, Police and Fire Studies	Toni True, Police Science Major	Graduation Requirements
DSS-3	Dean, SS	Head, Police and Fire Studies	Help for a Student
DSS-4	Dean, SS	Head, Police and Fire Studies	Potential for a Law Enforcement Training Center
DTS-1	MGT Team	Dean, TS	Technology Transfer Center Report
DTS-2	Dean, TS	Dept. Head, Electronics	Equipment Donation
DTS-3	Dean, TS	Janet Justice, Sec., TS	Medical Appointment
DTS-4	Tech Prep Proj. Steering Comm. Meeting	Dean, TS, et al.	Next Tech Prep Project Steering Committee Meeting
DTS-5	Dean, TS	Jason Armstrong	Thank You Letter
DTS-6	Dean, TS	Head, Mfg.	Electrical Problems
EXT-1	Pres.	Mary Ralston, Chair, Pres. Search Comm.	Finalist for President of Windy Bay Technical College
EXT-2	Pres.	Pres. Exec. Secretary	Computer Virus
EXT-3	Dean, BS	Janet Raines, VP and Search Comm. Chair	Finalist for Vice President of Administration at Freeport Community College
EXT-4	AD, SC	Clint Reedy, Prin., South Haven HS	Thank You for Presentation on Tech Prep and Invitation to Return

BREAKERS TECHNICAL COLLEGE
SUMMARY OF CORRESPONDENCE

DOC	TO	FROM	SUBJECT
EXT-5	Dean, BS	Melvin Moore, Asst. VP, HRD	Request for Students to Fill Job Openings with Campbell Stores
EXT-6	VP, HRD	Dir. T and D, B. Gonzales	Training Need for Crown Industries
EXT-7	Dean, SS	Jack Jenkins, Admin. T and D	Training Need for Diversified Manufacturing Corporation
EXT-8	Dean, TS	Cal Clark, Prod. Mgr.	Request to Identify Technololy Potentially Useful to Canfield Manufacturing, Inc.
EXT-9	Dean, GS	Joan Early, Exec. Dir.	GED Classes for South Haven Community Services
EXT-10	VP, AD	Pres.	Forwarding Letter from Ashley Arnold to President RE: Access Problem
EXT-11	VP, AD	Stuart Owens	Letter from Architect RE: Removal of Barriers
EXT-12	Dir., NC	Stuart Owens	Letter from Architect RE: Asbestos Inspection
EXT-13	VP, AC	Janet O'Brien, Prof. and Chair, Dept. of Occ. Ed.	Confirmation of Speaking Engagement and Request for a Copy of Outline
EXT-14	Dean, GS	Roland Stone, VP, Mkting.	Invitation to Attend Demonstration of Applied Academics Curriculum Materials
EXT-15	Dean, TS	Doris Night, Dean, TS	Note Revealing That Breakers President is a Finalist for President of Windy Bay Technical College
PRES-1	Mgt. Team	Pres.	Our Next Management Team Meeting
PRES-2	VP, AD	Pres.	Instrumentation Technology Program
PRES-3	VP, AC, and Dean, TS	Pres.	Visit with Technical Education Officials from Turkey

BREAKERS TECHNICAL COLLEGE
SUMMARY OF CORRESPONDENCE

DOC	TO	FROM	SUBJECT
PRES-4	VP, AD	Pres.	Draft of Informational Brochure
PRES-5	VP, AD	Pres.	Breakers Technical College Foundation
TCB-1	Pres.	Board Chair	Proposed Instrumentation Technology Program
TCB-2	Pres.	Jane Turner, BTC Board Mem.	Technology Transfer Center Committee Report
VPAC-1	AD, NC	VP, AC	Projected Enrollments, North Campus
VPAC-2	AD, SC	VP, AC	Projected Enrollments, South Campus
VPAC-3	VP, AC	Sharon King AC Secretary	Conference Trip Travel Plans
VPAC-4	Mgt. Team	VP, AC	Schedules for Fall Semester Classes
VPAD-1	VP, AD	Larry Adams, Director, Counseling	State Assistance Monies for Handicapped Students
VPAD-2	Mgt. Team	VP, AD	State Grant Opportunity
VPAD-3	Mgt. Team	VP, AD	Public Relations
VPAD-4	Admin. and Fac. Mem.	Mgr., Comm. Services	Cooperative Education Grant
VPAD-5	Mgt. Team	VP, AD	New Brochure
VPAD-6	BTC Admin.	VP, AD	Confusion over Vice President's Title
VPAD-7	Pres., VP, AC, VP, HRD	VP, AD	Impending Budget Cut
VPHR-1	Mgt. Team	VP, HRD	Organization Charts
VPHR-2	Mgt. Team	VP, HRD	Position Descriptions
VPHR-3	VP, HRD	Mgr., Safety and Health	SHA/Exhaust System Problem

BREAKERS TECHNICAL COLLEGE
DISTRIBUTION OF CORRESPONDENCE

DOC #	PRES	VP AC	VP AD	VP HRD	DEAN BS	DEAN GS	DEAN SS	DEAN TS	AD NC	AD SC
ANC-1		X							X	
ANC-2				X					X	
ANC-3									X	
ANC-4		X							X	
ANC-5		X							X	
ANC-6			X						X	
ASC-1										X
ASC-2										X
ASC-3										X
ASC-4			X							X
DBS-1					X					
DBS-2					X					
DBS-3					X					
DGS-1	X	X			X	X	X	X		
DGS-2				X		X				
DGS-3		X				X				
DGS-4						X				
DSS-1							X			
DSS-2							X			
DSS-3							X			
DSS-4							X			
DTS-1	X	X	X	X	X	X	X	X	X	X
DTS-2								X		
DTS-3								X		
DTS-4		X			X		X	X		
DTS-5								X		
DTS-6								X		
EXT-1	X									
EXT-2	X									
EXT-3					X					
EXT-4										X
EXT-5					X					
EXT-6				X						

BREAKERS TECHNICAL COLLEGE
DISTRIBUTION OF CORRESPONDENCE

DOC #	PRES	VP AC	VP AD	VP HRD	DEAN BS	DEAN GS	DEAN SS	DEAN TS	AD NC	AD SC
EXT-7							X			
EXT-8								X		
EXT-9						X				X
EXT-10	X		X							
EXT-11			X							
EXT-12									X	
EXT-13		X								
EXT-14						X				
EXT-15								X		
PRES-1	X	X	X	X	X	X	X	X	X	X
PRES-2	X		X					X		X
PRES-3	X	X	X					X		
PRES-4	X		X							
PRES-5	X		X							
TCB-1	X									
TCB-2	X								X	
VPAC-1		X		X					X	
VPAC-2		X		X						X
VPAC-3		X								
VPAC-4	X	X	X	X	X	X	X	X	X	X
VPAD-1			X							
VPAD-2	X	X	X	X	X	X	X	X	X	X
VPAD-3	X	X	X	X	X	X	X	X	X	X
VPAD-4	X	X	X	X	X	X	X	X	X	X
VPAD-5	X	X	X	X	X	X	X	X	X	X
VPAD-6	X	X	X	X	X	X	X	X	X	X
VPAD-7	X	X	X	X						
VPHR-1	X	X	X	X	X	X	X	X	X	X
VPHR-2	X	X	X	X	X	X	X	X	X	X
VPHR-3				X						

SECTION 2

ORIENTATION MATERIALS

ORIENTATION INFORMATION*

BREAKERS TECHNICAL COLLEGE ORGANIZATIONAL SIMULATION

1. The one hour SIMULATION orientation begins at 4:00 p.m. November 15 in 132 Lane Hall.
2. The SIMULATION begins November 16 at 8:30 a.m. and concludes with a brief address by the Breakers Technical College president at 2:30 p.m. in 132 Lane Hall.
3. Please pick up your simulation assignments, out baskets, materials, and supplies in 132 Lane Hall at 8:15 a.m. on November 16. Coffee and rolls will be available at 8:00 a.m. that morning.
4. Your office assignment will be provided when you pick up your materials. Write your name on the name tag in your materials packet and wear it the entire day.
5. For purposes of the simulation, today's date is Monday, November 18.
6. At 11:55 a.m. we will all leave for lunch at the CEC. Please stay in your role.
7. You are encouraged to communicate with others in ways that are most efficient and effective. Face to face conversations, telephone conversations, meetings, memos, and letters are encouraged.
8. Mail service will be provided for delivering your correspondence. Please write titles and room number on all correspondence. Mail pick up and delivery will occur once every half hour. Place your out basket just inside your door so that the mail carrier can get to it easily.
9. Rooms 132 and 133 in Lane Hall may be scheduled for meetings. A sign-up sheet is located on the door of each meeting room.
10. Observers may visit your room and/or your meetings with others. Please operate as if the observers are not present and go on with your planned activities.
11. A debriefing session will begin at approximately 2:40 p.m. immediately following the BTC President's address. The debriefing will last until 4:30 p.m.
12. Please be present for the entire simulation activity. By putting forth one hundred percent effort in your simulation role, you will make this a better learning experience for all participants.

*This is an example of information given to participants in a recent simulation.

BREAKERS TECHNICAL COLLEGE

Background

Breakers Technical College was established in January, 1960, to serve residents, business, industry, and agriculture in the greater Breakers County area. The county and college name were taken from the "Breakers Region," which the rugged coastline on the eastern edge of the county is often called. The college was originally established as a technical education center in response to the need for technician training as stated in the National Defense Education Act of 1968 (Public Law 85-864) and, at that time, offered nondegree programs for postsecondary and adult students.

Since then, the college has evolved into a comprehensive technical college that awards associate of applied science degrees, diplomas, and certificates in a variety of technical fields. The college currently operates under policies established by the State Board of Technical Colleges and the Breakers Technical College Board. The college's financial support comes primarily from state funds, supplemented by student tuition and private contributions.

Location

Breakers Technical College consists of three campuses: the Main Campus located in Midvale, the county seat; the North Campus located the rural area of Leaf Valley; and the South Campus located in South Haven, the heart of the county's business and industrial center.

Mission

The mission of Breakers Technical College is the promotion of education as lifelong learning. To accomplish this mission, the college provides quality educational programs, courses, and experiences to prepare students for initial employment and assists workers in enhancing and upgrading their skills and knowledge. To meet the changing needs of the county and its residents, the college provides a variety of education delivery approaches so that the community will continue to be economically strong.

Programs and Services

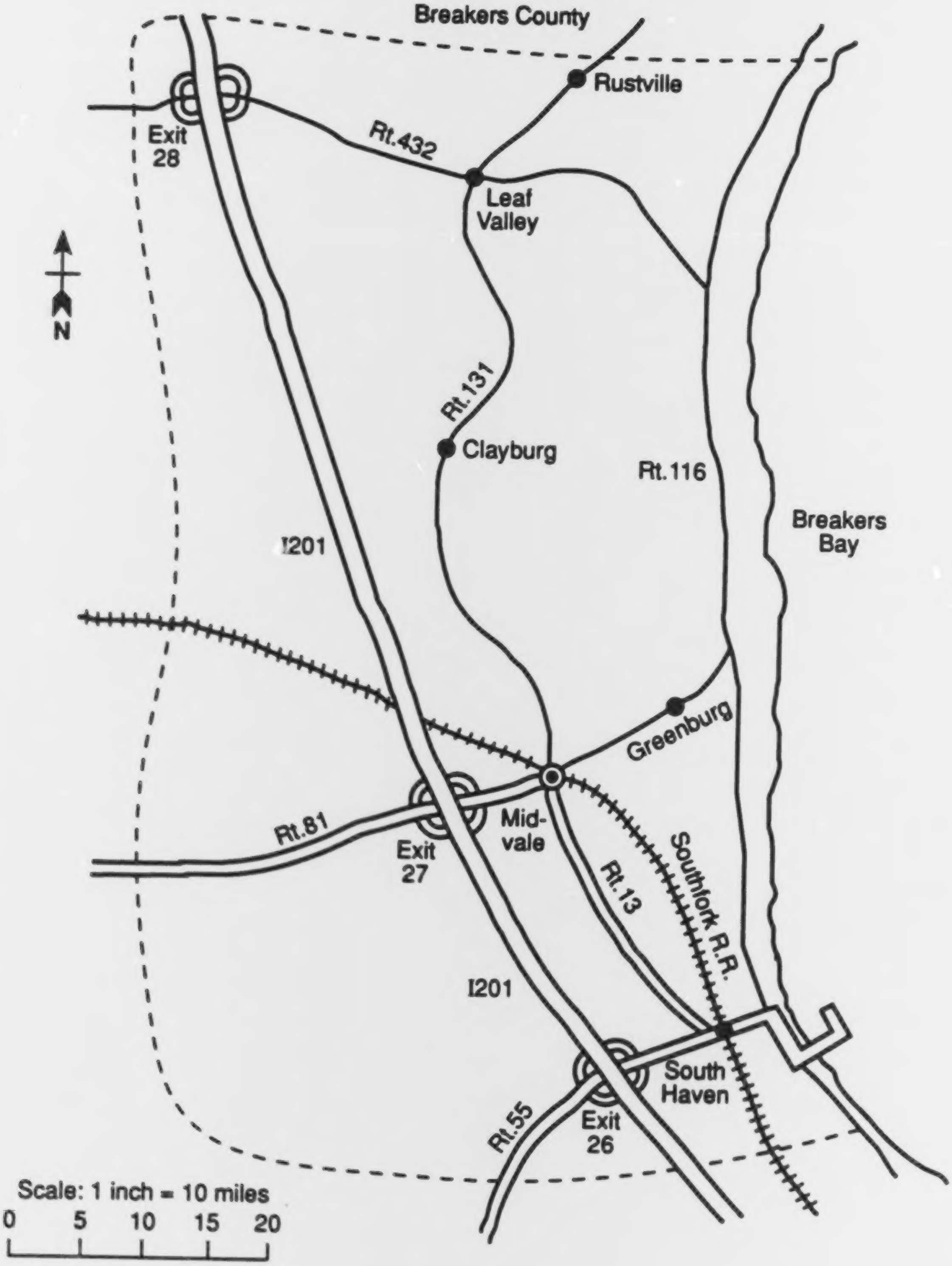
Breakers Technical College offers a number of programs and services ranging from noncredit in-plant offerings to specific credit courses and degrees. In addition to being authorized to award the Associate of Applied Science degree, the college awards a number of certificates and diplomas in technical fields. The college's offerings and services include

- **Occupational education studies** in marketing, business, technical, and service areas.
- **General education studies** that support and contribute to occupational studies.
- **Continuing education opportunities** for adults.
- **Customized training** for businesses, industries, agencies, and organizations to enhance economic development and productivity in Breakers County.

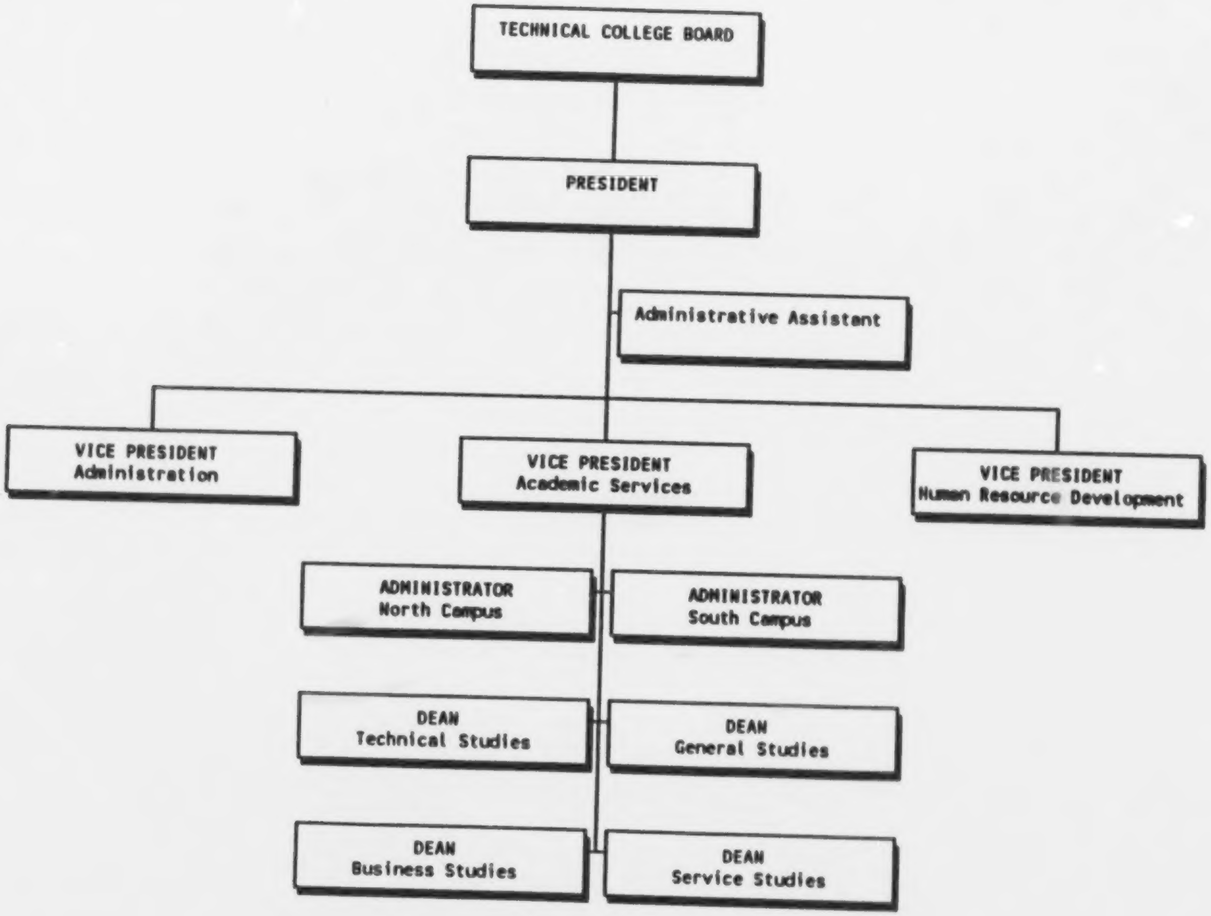
- **Technology transfer activities** designed to enhance business and industry productivity through application of the latest technology in support of production, marketing, distribution, and service.

Accreditation

Breakers Technical College is fully accredited by the South Central Association of Colleges and Schools to offer the Associate of Applied Science Degree.


Breakers County
Rustville
Exit 28
Rt.432
Leaf Valley
N
Rt.131
Clayburg
Rt.116
Breakers Bay
I201
Greenburg
Rt.81
Exit 27
Mid-vale
Rt.13
Southfork R.R.
I201
South Haven
Rt.55
Exit 26
Scale: 1 inch = 10 miles
0
5
10
15
20

BREAKERS TECHNICAL COLLEGE


TECHNICAL COLLEGE BOARD
PRESIDENT
Administrative Assistant
VICE PRESIDENT Administration
VICE PRESIDENT Academic Services
VICE PRESIDENT Human Resource Development
ADMINISTRATOR North Campus
ADMINISTRATOR South Campus
DEAN Technical Studies
DEAN General Studies
DEAN Business Studies
DEAN Service Studies

SECTION 3

PRESIDENT

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: President

SUBJECT: Our Next Management Team Meeting

This is to remind you that our next management team meeting will be held in my office at 11:00 a.m. this morning.

Please be prepared to give a brief report about new activities in your area of oversight. Also, I would like to have a discussion about the proposed technology transfer center.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resource Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

PRES-1

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Human Resource Development

SUBJECT: Position Descriptions

Enclosed are copies of the management team position descriptions that were approved at the last BTC board meeting. Please retain these descriptions for future reference.

Enclosures (10)

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resource Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPHR-2

Position Description

PRESIDENT, BREAKERS TECHNICAL COLLEGE

The president's responsibilities include:

1. Operating the college in accordance with regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.

2. Providing leadership for and administration of the entire technical college operation including:

    - Fiscal planning, facilities, and community services
    - Instructional programs and courses in technical, general, business, and service studies
    - Personnel, student, and safety and health services
    - Outreach programs and services including service to local residents, businesses, and industries
    - Staff, faculty, and administrator recruitment, selection, and development

3. Serving as a representive of the college at county, state, and national activities; meetings; and events.

4. Establishing and maintaining relations with local and state organizations, companies, and agencies.

5. Implementing new programs, courses, and services in response to the evolving economic needs of the county.

6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

VICE PRESIDENT, ACADEMIC SERVICES

The vice president for academic services has the following responsibilities:

1. Overseeing the academic aspects of the college in accordance with state and local regulations, policies, and procedures.

2. Providing oversight for the college's academic programs, courses, and services including

   - Technical Studies
   - General Studies
   - Business Studies
   - Service Studies

3. Providing leadership and administrative oversight for programs, courses, and services offered at the college's north and south campuses.

4. Serving as the college's chief academic officer.

5. Ensuring that programs, courses, and services are offered that are responsive to community economic needs.

Position Description

VICE PRESIDENT, ADMINISTRATION

The responsibilities of the vice president for administration include the following:

1. Overseeing the administration aspects of the college in accordance with state and local regulations, policies, and procedures.
2. Providing leadership and oversight for the college's general administration including
    - Fiscal Services: programming, budgeting, and monitoring
    - Planning Services: short and long range strategic, facilities, and program planning
    - Facilities Services: maintenance, food services, monitoring of services contracts, and facilities services personnel
    - Community Services: economic development, public information, business and industry services
3. Serving as the college fiscal officer.
4. Ensuring that all college fiscal matters are conducted in accordance with state and local policies and guidelines.
5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

VICE PRESIDENT, HUMAN RESOURCE DEVELOPMENT

The vice president for human resource development is responsible for

1. Overseeing the human resource development aspects of the college in accordance with state and local regulations, policies, and procedures.

2. Providing oversight for human resource development activities including

    - Personnel: benefits, compensation, recruitment, employment, contracts and contract negotiation, personnel development

    - Student Services: admissions, registration, placement, career development, student activities, international students, financial aid

    - Safety and Health: student health center, fitness center, safety and health regulation compliance

3. Serving as the college's health and safety officer.

4. Ensuring that all student, faculty, and support staff human resource development needs are met in an efficient and courteous manner.

Position Description

DEAN, BUSINESS STUDIES

The dean of business studies has the following responsibilities:

1. Providing leadership for and administering the business studies component of the college.
2. Overseeing operation of the college's business studies departments including
    - Marketing
    - Office Occupations
    - Business
    - Data Processing
3. Providing oversight for the college microcomputer laboratory and economic development office.
4. Serving as the business studies liaison for the college's north and south campuses.
5. Ensuring that business studies programs, courses, and services are responsive to community economic needs.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

DEAN, GENERAL STUDIES

Responsibilities of the dean of general studies include the following:

1. Providing leadership for and administering the general studies component of the college.
2. Overseeing the college's general studies departments including
   - Mathematics and Science
   - Communication and Social Studies
   - Developmental Studies
   - Learning Support Services
3. Serving as general studies liaison for the college's north and south campuses.
4. Ensuring that general studies courses and services support the technical, business, and services studies degrees and certificates.
5. Ensuring that all students' needs are met in an efficient and courteous manner.
6. Ensuring that learning and developmental studies support is provided to meet the academic mission of the college.

Position Description

DEAN, SERVICE STUDIES

The dean of service studies has the following responsibilities:

1. Providing leadership for and administering the service studies component of the college.
2. Overseeing operation of the college's service studies departments including
    - Health Studies
    - Police and Fire Science Studies
    - Food Science
    - Family Services
3. Serving as the service studies liaison for the college's north and south campuses.
4. Ensuring that service studies programs, courses, and services are responsive to community economic needs.
5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

DEAN, TECHNICAL STUDIES

Responsibilities of the dean of technical studies include

1. Providing leadership for and administering the technical studies component of the college.
2. Overseeing the college's technical studies departments including
   - Agriculture
   - Manufacturing
   - Transportation
   - Art and Graphics
   - Technology
3. Serving as technical studies liaison for the college's north and south campuses.
4. Ensuring that technical studies programs, courses, and services are responsive to community economic needs.
5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

ADMINISTRATOR, NORTH CAMPUS

The administrator of the college's north campus has the following responsibilities:

1. Operating the north campus in accordance with the regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.

2. Providing leadership for and administration of the north campus, including

   - Support Services
   - Counseling Services
   - Business Studies
   - Service Studies
   - General Studies
   - Technical Studies

3. Serving as a college representative at activities, meetings, and events held in the region served by the north campus.

4. Establishing and maintaining relations with organizations, companies, educational institutions, and agencies in the county region served by the north campus.

5. Implementing new initiatives in response to the evolving economic needs of the county region served by the north campus.

6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

ADMINISTRATOR, SOUTH CAMPUS

The administrator of the college's south campus has the following responsibilities:

1. Operating the south campus in accordance with regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.
2. Providing leadership for and administration of the south campus, including
    - Business Studies
    - Service Studies
    - General Studies
    - Technical Studies
    - Customized Training
    - Support Services
3. Serving as a college representative at activities, meetings, and events held in the region of the county served by the south campus.
4. Establishing and maintaining relations with organizations, companies, educational institutions, and agencies in the county region served by the north campus.
5. Implementing new initiatives in response to the evolving economic needs of the county region served by the north campus.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Human Resource Development

SUBJECT: Organization Charts

Enclosed are copies of the college organization charts that we approved at our meeting last week. Please review them for accuracy and get back to me within the next seven days if you find any errors.

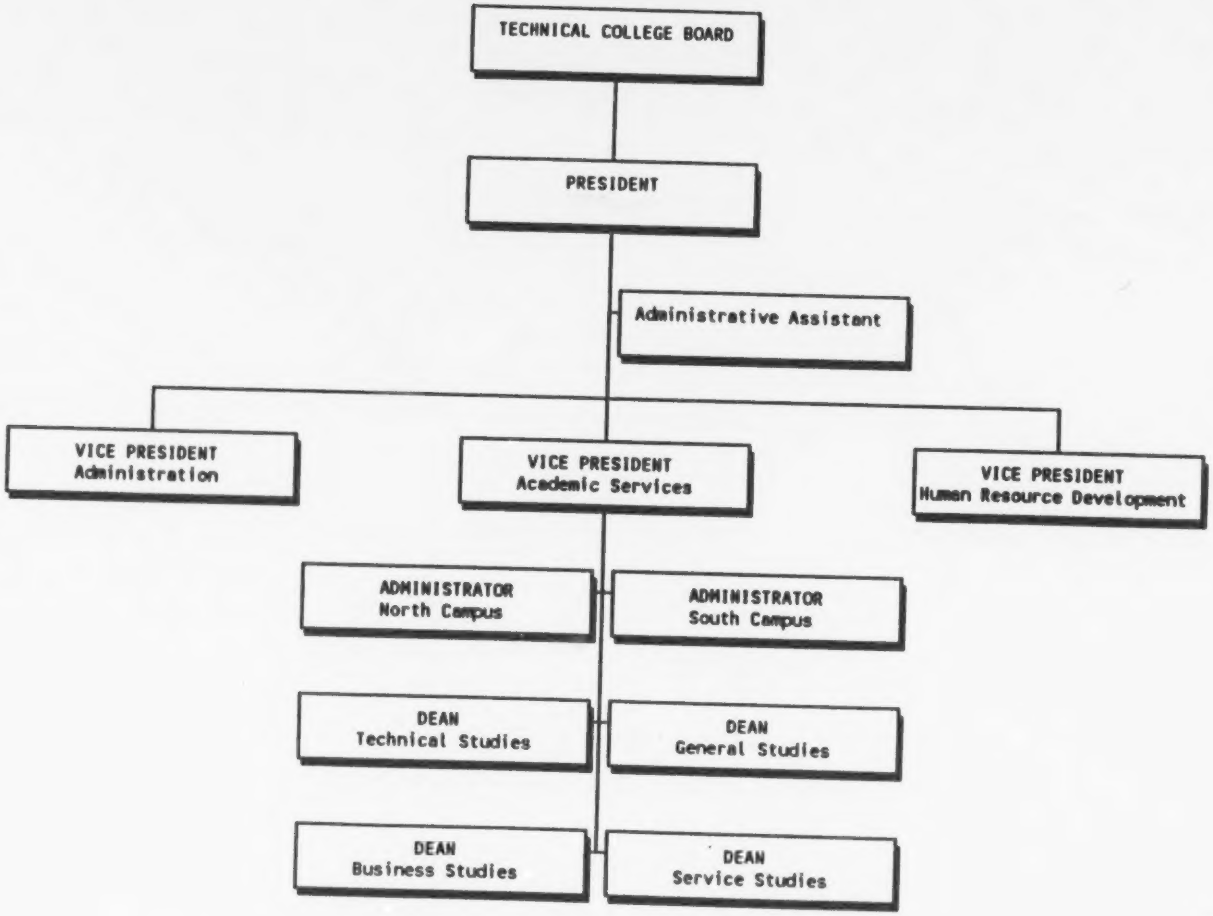
The charts will be included with other descriptive materials in the South Central Accreditation Self Study document.

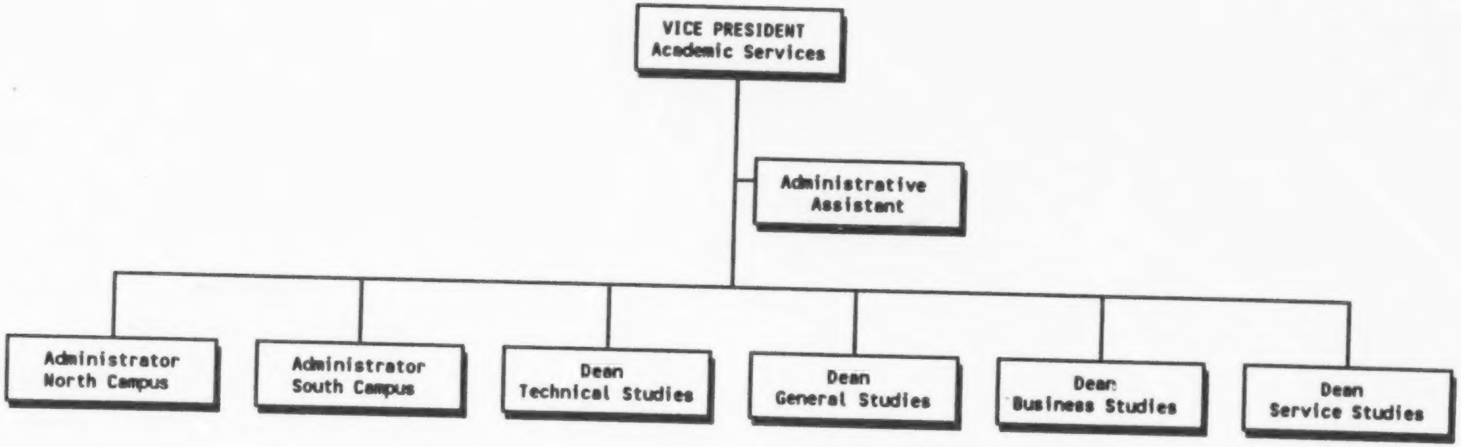
Enclosures

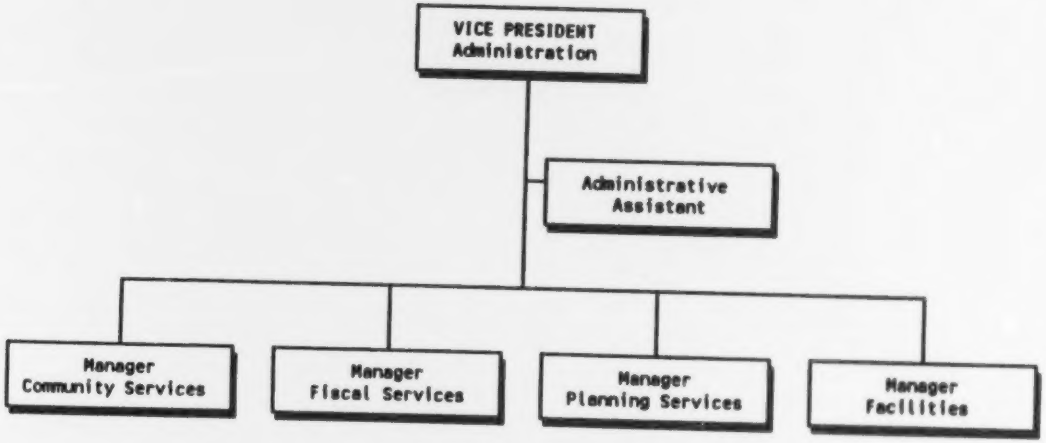
DISTRIBUTION: President; Vice President, Administrative Services; Vice President, Academic Services; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus; Vice President, Human Resource Development

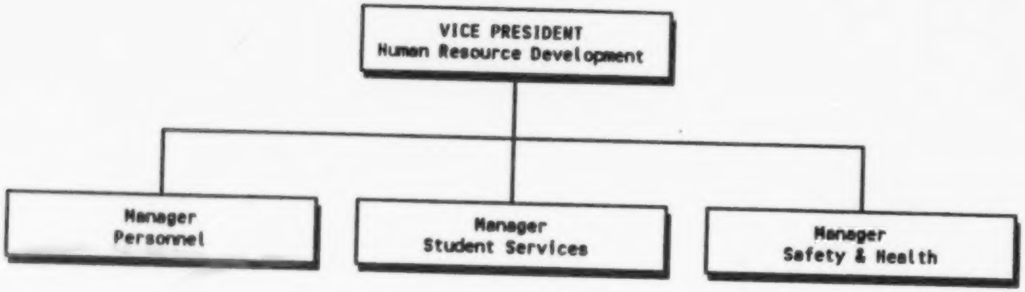
VPHR-1

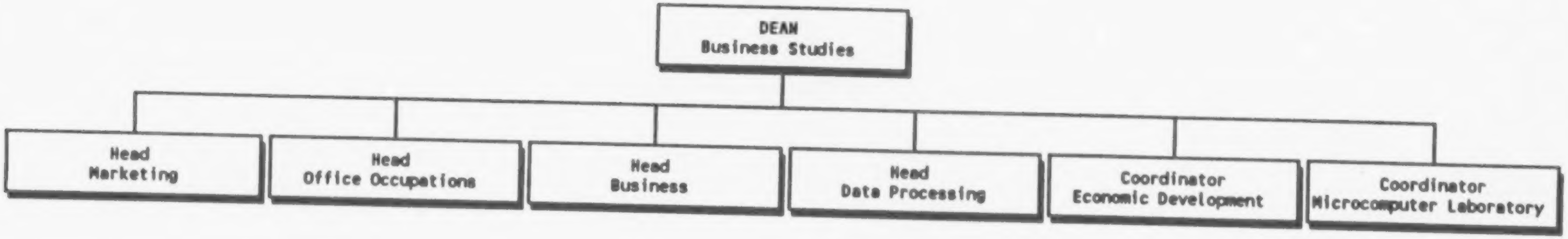
BREAKERS TECHNICAL COLLEGE

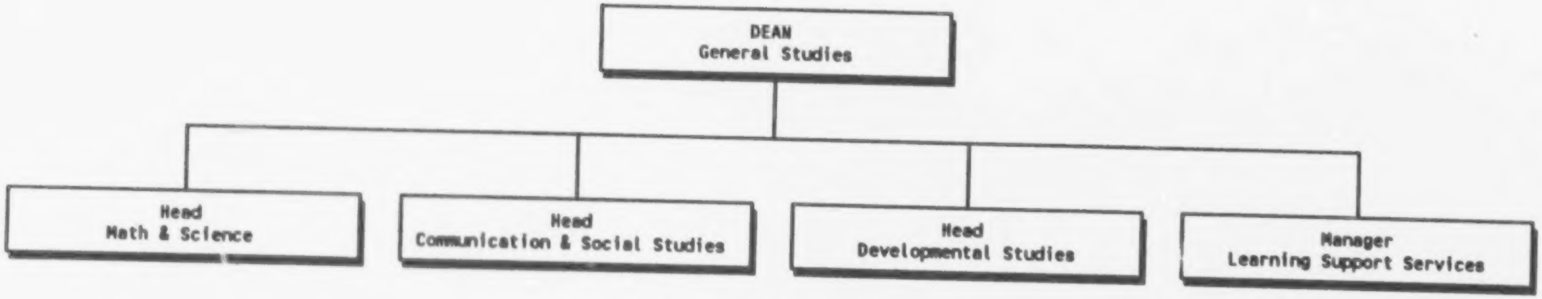

TECHNICAL COLLEGE BOARD
PRESIDENT
Administrative Assistant
VICE PRESIDENT Administration
VICE PRESIDENT Academic Services
VICE PRESIDENT Human Resource Development
ADMINISTRATOR North Campus
ADMINISTRATOR South Campus
DEAN Technical Studies
DEAN General Studies
DEAN Business Studies
DEAN Service Studies

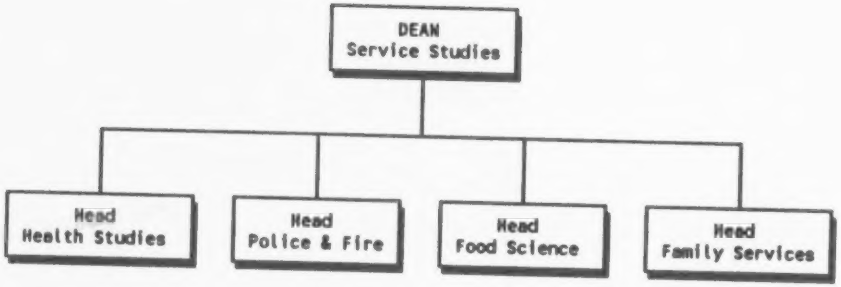

VICE PRESIDENT
Academic Services
Administrative
Assistant
Administrator
North Campus
Administrator
South Campus
Dean
Technical Studies
Dean
General Studies
Dean
Business Studies
Dean
Service Studies

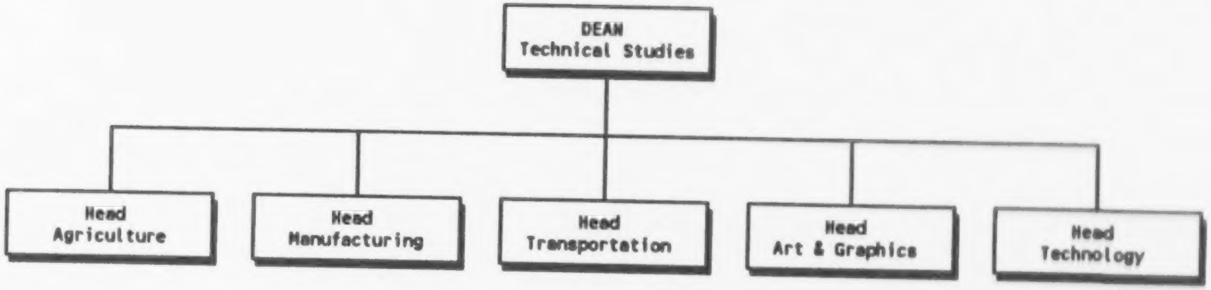

VICE PRESIDENT
Administration
Administrative
Assistant
Manager
Community Services
Manager
Fiscal Services
Manager
Planning Services
Manager
Facilities

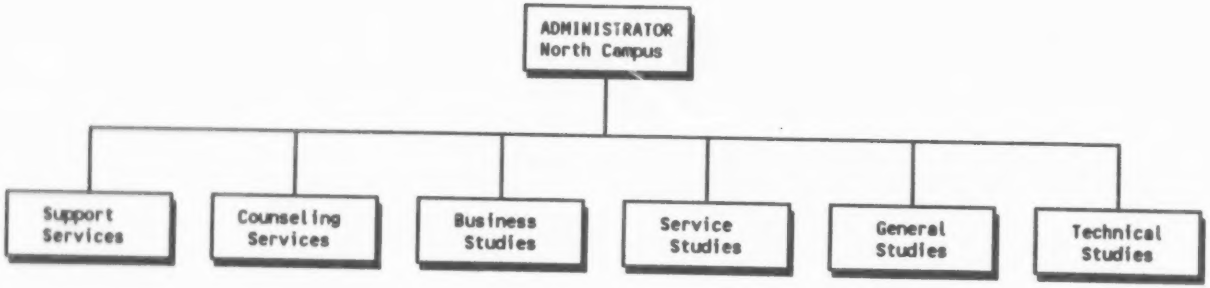

VICE PRESIDENT
Human Resource Development
Manager
Personnel
Manager
Student Services
Manager
Safety & Health

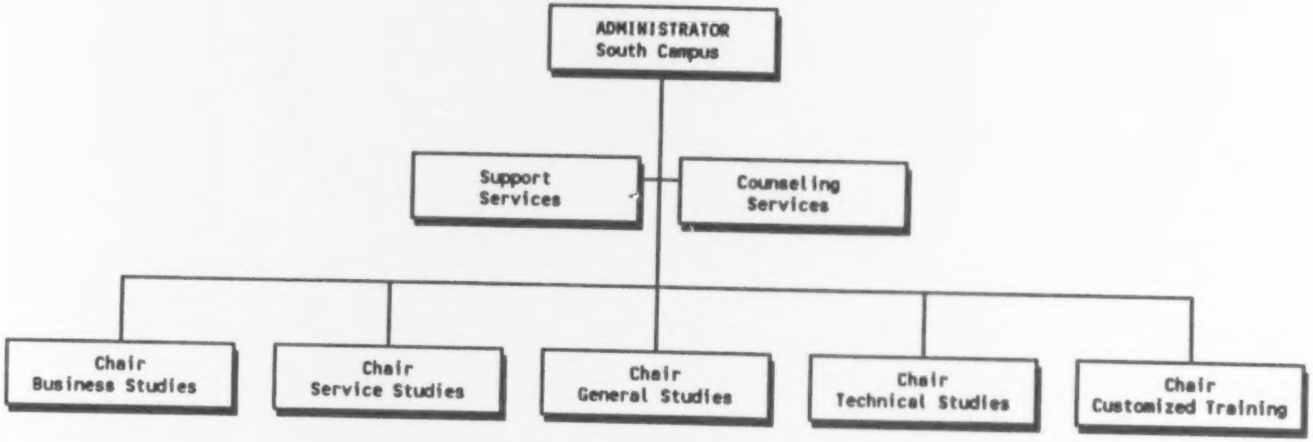

DEAN
Business Studies
Head
Marketing
Head
Office Occupations
Head
Business
Head
Data Processing
Coordinator
Economic Development
Coordinator
Microcomputer Laboratory


DEAN
General Studies
Head
Math & Science
Head
Communication & Social Studies
Head
Developmental Studies
Manager
Learning Support Services


DEAN
Service Studies
Head
Health Studies
Head
Police & Fire
Head
Food Science
Head
Family Services


DEAN
Technical Studies
Head
Agriculture
Head
Manufacturing
Head
Transportation
Head
Art & Graphics
Head
Technology


ADMINISTRATOR
North Campus
Support Services
Counseling Services
Business Studies
Service Studies
General Studies
Technical Studies


ADMINISTRATOR
South Campus
Support Services
Counseling Services
Chair Business Studies
Chair Service Studies
Chair General Studies
Chair Technical Studies
Chair Customized Training

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: President

FROM: Board Chair

SUBJECT: Proposed Instrumentation Technology Program

At our board meeting tomorrow evening, I would like you to give us some more details about the proposed instrumentation technology program for the south campus.

Please provide the board members with information about projected implementation and recurring costs, space needs, and possible equipment donations.

DISTRIBUTION: President

TCB-1

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Dean, Service Studies; Dean, Business Studies; Dean, Technical Studies

FROM: Dean, General Studies

SUBJECT: Integrating General and Technical Studies

This is just a reminder that I have scheduled the first meeting of the Integration Task Force for 10:00 a.m. tomorrow. The president will be at this meeting to give the committee its charge. If you have any agenda items for the meeting, be sure they reach me by the end of work today.

DISTRIBUTION: President; Dean, Service Studies; Dean, Business Studies; Dean, Technical Studies; Vice President, Academic Services

DGS-1

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Academic Services

SUBJECT: Schedules for Fall Semester Classes

Just a reminder that schedules for fall semester classes are due in my office in just fourteen days. Please remind your department heads and chairpersons of this due date.

As in the past, please submit course information on standard course forms (CI-1). Be sure that all courses are grouped by campus and instructional area. Keep in mind that this is the last time course scheduling information may be submitted on paper. In the future, all information must be submitted electronically using PROFS.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAC-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Vice President, Administration

FROM: President

SUBJECT: Breakers Technical College Foundation

Congratulations! The Breakers Technical College Foundation Board has appointed you Foundation treasurer. I am very supportive of what the BTC Foundation has been doing in the area of student scholarships and loans and equipment and supplies donations and will work to ensure that you have release time to serve as treasurer.

Please contact Carla Dawson, BTC Foundation Chair, to find out what your duties will be and when the next Foundation meeting will be held. Ms. Dawson serves as Midvale Branch Manager of the State National Bank.

DISTRIBUTION: Vice President, Administration; President

PRES-5

WINDY BAY TECHNICAL COLLEGE

Main Campus-Surf City Campus-Rockville Campus
Research Rectangle Campus

President
Breakers Technical College
P.O. Box BTC
Midvale

Congratulations! You have been selected as a finalist for the presidency of Windy Bay Technical College. A total of three finalists were chosen from an applicant pool of over two hundred persons. As the state's largest technical college, Windy Bay is searching for a president who has proven leadership experience and is prepared to lead the college into the next century.

We would like permission to discuss your qualifications with Breakers Technical College administrators and Board members. Additionally, you are invited to attend our annual High Technology Forum to be held on the main campus tomorrow afternoon and evening. This will give you an opportunity to meet informally with our board members and administrators and see some of our outstanding facilities. I am looking forward to hearing from you.

Sincerely,

Mary Ralston

Mary Ralston, Chair
President Search Committee
Vice-Chair, WBTC Board

EXT-1

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Vice President, Administration

FROM: President

SUBJECT: Draft of Informational Brochure

Please be sure to include the board members' names and my name and title on the new brochure.

DISTRIBUTION: Vice President, Administration; President

PRES-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: President

FROM: President's Executive Secretary

SUBJECT: Computer Virus

While you were out, Mr. Williams, President of our local First State Bank, called. He is afraid that business students on the cooperative work program at First State brought a computer virus into the bank on one of their diskettes. He is concerned that the virus may have entered the bank's computers and is destroying files.

The bank's phones may be out of service for the remainder of the day as they are switching to a new phone network. However, I can hand carry a note to Mr. Williams if you'd like.

DISTRIBUTION: President

EXT-2

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: New Brochure

Attached is a draft copy of the new BTC brochure to replace the outdated one. It was prepared by our Community Services staff.

Please review the brochure and let me know within the next five days if you identify any errors or oversights. Once the text is accurate, we will add pictures and format the brochure in a professional manner using our desktop publishing software.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-5

BREAKERS TECHNICAL COLLEGE
AT A GLANCE

Founded	1960
Campuses	Main Campus: Midvale North Campus: Leaf Valley South Campus: South Haven
Accreditation	South Central Association of Colleges and Schools
Degrees	Associate degrees and technical certificates
Calendar	Three academic semesters
Enrollment	5,012 full-time students 9,509 part-time students 14,521 total students
Fees	Full-time - $450 per semester, nine or more semester hours Part-time - $50 per semester hour Out-of-state - $810 per semester, nine or more semester hours Part-time - $90 per semester hour
Admission	Breakers Technical College follows an open admission policy.
Financial Aid	Over fifty percent of BTC students receive some form of financial aid.
Placement	For recent BTC graduates, the overall job placement rate was nearly ninety percent. Eighty-two percent of those employed found jobs related to their BTC studies.
Associate Degree Programs	Accounting Agri-Business Management Automotive Service Management Building Construction Technology Business Management Child Care Services Commercial Art Computer Technology Culinary Arts Drafting and Design Technology Electromechanical Technology Electronics Technology Fashion Merchandising Fire Protection Hotel/Restaurant Management Machine Technology Marketing

	Office Systems Management Police Science Practical Nursing Welding Technology
Technical Certificate Programs	Auto Body Repair Automotive Servicing Building Trades Business Skills Correctional Services Electronics Servicing Emergency Medical Farm Operations Food Preparation Industrial Maintenance Medical Transcription Nurse Assistant Printing Welding
For further information	Contact the Admissions office at Breakers Technical College Main, North, or South Campus.

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Administrators and Faculty Members

FROM: Manager, Community Services

SUBJECT: Cooperative Education Grant

I am pleased to announce that Breakers Technical College has again received federal funding in support of cooperative education activities. This is the third year BTC has received this support. During the past two years, we have involved over fifty employers in cooperative education programs for BTC students. We anticipate employer participation to expand during the third year of the grant and to place ten to twenty students per semester in cooperative employment settings.

Please have your students contact Raul Garcia, our cooperative education coordinator, if they are interested in cooperative work experiences as a part of their studies.

DISTRIBUTION: BTC Administrators and Faculty Members

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Vice President, Academic Services; Dean, Technical Studies

FROM: President

SUBJECT: Visit With Technical Education Officials from Turkey

Please free up your calendars from 9:00 a.m. until 1:30 p.m. one week from today. At that time we will be visited by two Turkish technical education officials, O. Oliglu, Undersecretary of Technical Education, and N. Fadil, Director of Technical Colleges. They will be accompanied by Eric Rief, Research Rectangle Academy's director of the USAID-funded Turkish technical assistance project. Our visitors will be examining the feasibility of BTC providing technical education studies for 100 to 150 students from Turkey.

I will send you details about Research Rectangle Academy's technical assistance project as soon as Mr. Rief faxes materials to me.

DISTRIBUTION: Vice President, Academic Services; Dean, Technical Studies; Vice President, Administration; President

PRES-3

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Vice President, Administration

FROM: President

SUBJECT: Instrumentation Technology Program

Would you please provide me with details about the proposed instrumentation technology program for the South Campus? Specifically, I need estimates of projected implementation and recurring costs and space needs and information about possibilities of equipment donations.

Please confer with the Dean, Technical Studies, and the Administrator, South Campus, as you prepare the report to be sure their input is included. Since I will be presenting this information to our board tomorrow evening, I need this information by the end of business today.

DISTRIBUTION: President; Vice President, Administration; Dean, Technical Studies; Administrator, South Campus

PRES-2

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Dean, Technical Studies

SUBJECT: Technology Transfer Center Report

As chair of the Technology Transfer Committee, I am pleased to provide for your review a draft report focusing on the establishment of a technology transfer center at Breakers Technical College.

I would like to thank the following committee members for the valuable input and assistance in the preparation of this report: Chair, Electronics Technology Department; Chair, Manufacturing Technology Department; Chair, Drafting and Design Technology; and Administrator, South Campus.

Enclosure

DISTRIBUTION: President; Vice President, Administrative Services; Vice President, Academic Services; Vice President, Human Resource Development; Dean, General Studies; Dean, Technical Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus; Technology Transfer Committee

DTS-1

INTERIM REPORT
TECHNOLOGY TRANSFER CENTER COMMITTEE
(discussion paper - do not distribute without prior approval)

INTRODUCTION

Three months ago, the Technology Transfer Center Committee was organized and received a charge from our college president to examine the feasibility of establishing a technology transfer center at Breakers Technical College. This interim report has been prepared as a discussion document to present our progress to date and to obtain responses from college officials. The report is organized into five sections: (1) the need for a center, (2) the current status of technology transfer activities at Breakers Technical College, (3) the proposed center's mission, (4) the proposed center's organization, and (5) possible next steps.

NEED

Several factors point to the need for technical and community colleges to become involved in technology transfer activities. First, numerous reports have revealed that industries must apply the most current forms of technology to their design, production, and distribution systems if they expect to compete in the world marketplace. Second, these same industries have indicated that it is more effective and convenient to develop technologically by linking with local institutions and agencies that can diagnose their technology problems and provide relevant, applied solutions. Finally, the college is in a unique position to provide technology transfer services. Since technology-related content is taught each day, the college already has a technology base to draw from. Additionally, many members of the instructional staff have recent experience in industry and understand how industries operate and how they may be assisted. These factors clearly support the need for technology transfer and point to reasons that Breakers Technical College should consider expanding its activities in this area.

CURRENT STATUS

The college currently provides limited technology transfer services to county firms. During the previous twelve months, the college completed six technology transfer contracts for local companies. The companies receiving service range from a small, ten-employee square dance amplifier production firm, to a plastic kitchenware production firm that employs 120 persons. All of the firms are located within a four mile radius of the BTC south campus.

The committee recently conducted a survey of 178 county firms (82 percent response rate). The study revealed that firms anticipate that over the next twelve months they will need assistance with at least sixty-five different technology-related problems. Collectively, the firms believe seventy-one percent of the problems will be production-related with the remainder approximately equally distributed among the design (15 percent) and distribution (14 percent) areas. A majority of the firms (59 percent) with anticipated technology problems are located within the region of the county served by the south campus, thirty percent within the main campus service region, and eleven percent within the north campus service region.

MISSION

Based on the aforementioned technology transfer need and the college's capability, it is proposed that the college establish a technology transfer center. The center should have as its mission

1. Providing county firms with the most effective solutions to their technological problems.
2. Offering high quality technology transfer services at a reasonable cost.
3. Making available to firms well-qualified technology transfer teams that will effect improvement in a cost effective manner.
4. Providing quality customized training in support of technology transfer activities.

ORGANIZATION

It is proposed that the center be initially staffed by one full-time director, one part-time secretary, and various part-time (via contract) technology transfer team members drawn from the college faculty. Based on results of our survey, we recommend that the center place its initial emphasis on technology transfer in the production area. As center activity begins to grow, emphasis can be expanded into the design and distribution areas.

It is further proposed that the center be located at the college's south campus. This recommendation is based on the large number of projected technology transfer needs within the south campus service region and the location of the south campus in the vicinity of numerous high technology firms. Additionally, the south campus administrator indicates that space can be made available on that campus to house the center director and the secretary. As the center expands to meet anticipated future needs, consideration should be given to constructing a new center building in the industrial park adjacent to the south campus.

NEXT STEPS

Based on the assumption that this report and its recommendations are approved, the committee suggests that the following actions be taken:

1. Establish a technology transfer center steering/advisory committee.
2. Hire a center director and secretary.
3. Identify technology transfer teams from among the college faculty.
4. Train members in ways to efficiently and effectively conduct their activities.
5. Develop and distribute center promotional brochures.
6. Present promotional events related to the center to various industries and civic groups in the area.

There are probably other items to be dealt with as the center develops; however, these are among the most important. The committee members appreciate the opportunity to be involved in this important endeavor and look forward to receiving comments about the report content.

Respectfully submitted,

The Technology Transfer Center Committee

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: State Grant Opportunity

I have just received word that the request for proposals (RFP) for support of gender equity pilot programs will be released in the next week or two. The State Department of Education is funding ten institutions across the state to serve as sites for implementing progressive gender equity practices. Each grant will be funded at the rate of $85,000 the first year and $55,000 the second year. Each site is required to provide a half-time gender equity coordinator as project manager. Sites will be obligated to implement a range of progressive gender equity practices across the institution, including the areas of curriculum, institution, and personnel.

Perhaps we can discuss this potential opportunity at the next management team meeting.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-2

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: Public Relations

As you recall, at our last management team meeting I was charged with preparing a new set of guidelines for public relations activities at BTC. These guidelines could include information about speaking on and promoting the college; preparing news releases; developing descriptive course, program, and workshop brochures; and sponsoring various events (e.g., noncredit summer courses for youngsters, Black History month).

If you have any specific areas or items that you feel should be covered in the guidelines, please forward them to me within the next seven days.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-3

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: President, Breakers Technical College

FROM: Jane Turner, BTC Board Member JT

SUBJECT: Technology Transfer Center Committee Report

As the Leaf Valley representative on the BTC Board, I felt it important to convey my disappointment in the Technology Transfer Center Committee report. Although I did not have official access to the report, the North Campus Administrator was kind enough to share a copy of the report with me.

As you know, the committee recommended that the center be located in South Haven. In reality, Leaf Valley needs this center more than any other sector of the county. Also, I have a feeling that the committee was convinced to locate the center in South Haven by the South Campus Director who, I understand, serves on the committee. I hope we can reach a reasonable settlement on all this because I would hate to go public with the real details.

DISTRIBUTION: President; Administrator, North Campus

TCB-2

104 Apartment Heights
Midvale

President
Breakers Technical College
Midvale

Dear President:

I am writing this letter in hopes that you can deal with a small but significant problem on the BTC campus. I have for two semesters been unable to register myself for classes and work with my financial aid officer because the Main Campus Administration Building does not allow access for persons in wheelchairs. Since my handicap does not allow me to walk, I am restricted to using a wheelchair.

I have talked to my advisor and my department head about the problem, and they could provide no advice. So I feel it is time to take action myself. What assistance can you give me?

Sincerely,

A. Arnold
Ashley Arnold

TO: Vice President, Administration

FROM: President

Please take care of this situation and prepare a letter for my signature.

EXT-10

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: President; Vice President, Academic Services; Vice President, Human Resource Development

FROM: Vice President, Administration

SUBJECT: Impending Budget Cut

I just heard from my friend who works with the State Board of Technical Colleges that they are about to announce a seven percent across the board cut for each technical college in the state system. This will be a permanent cut effective July 1 with the start of next fiscal year.

We need to meet prior to the weekly management team meeting and discuss possible strategies for dealing with this budget cut.

DISTRIBUTION: President

VPAD-7

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: BTC Administrators

FROM: Vice President, Administration

SUBJECT: Title Confusion

Although it has been over two months since my title was changed from Vice President, Administrative Services to Vice President, Administration, I am still receiving correspondence addressed to Vice President, Administrative Services. Please remind your staff that my correct title is Vice President, Administration.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-6

SECTION 4

VICE PRESIDENT, ACADEMIC SERVICES

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: President

SUBJECT: Our Next Management Team Meeting

This is to remind you that our next management team meeting will be held in my office at 11:00 a.m. this morning.

Please be prepared to give a brief report about new activities in your area of oversight. Also, I would like to have a discussion about the proposed technology transfer center.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resource Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

PRES-1

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Human Resource Development

SUBJECT: Position Descriptions

Enclosed are copies of the management team position descriptions that were approved at the last BTC board meeting. Please retain these descriptions for future reference.

Enclosures (10)

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resource Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPHR-2

Position Description

PRESIDENT, BREAKERS TECHNICAL COLLEGE

The president's responsibilities include:

1. Operating the college in accordance with regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.
2. Providing leadership for and administration of the entire technical college operation including:
    - Fiscal planning, facilities, and community services
    - Instructional programs and courses in technical, general, business, and service studies
    - Personnel, student, and safety and health services
    - Outreach programs and services including service to local residents, businesses, and industries
    - Staff, faculty, and administrator recruitment, selection, and development
3. Serving as a representive of the college at county, state, and national activities; meetings; and events.
4. Establishing and maintaining relations with local and state organizations, companies, and agencies.
5. Implementing new programs, courses, and services in response to the evolving economic needs of the county.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

VICE PRESIDENT, ACADEMIC SERVICES

The vice president for academic services has the following responsibilities:

1. Overseeing the academic aspects of the college in accordance with state and local regulations, policies, and procedures.

2. Providing oversight for the college's academic programs, courses, and services including

    - Technical Studies
    - General Studies
    - Business Studies
    - Service Studies

3. Providing leadership and administrative oversight for programs, courses, and services offered at the college's north and south campuses.

4. Serving as the college's chief academic officer.

5. Ensuring that programs, courses, and services are offered that are responsive to community economic needs.

Position Description

VICE PRESIDENT, ADMINISTRATION

The responsibilities of the vice president for administration include the following:

1. Overseeing the administration aspects of the college in accordance with state and local regulations, policies, and procedures.
2. Providing leadership and oversight for the college's general administration including
    - Fiscal Services: programming, budgeting, and monitoring
    - Planning Services: short and long range strategic, facilities, and program planning
    - Facilities Services: maintenance, food services, monitoring of services contracts, and facilities services personnel
    - Community Services: economic development, public information, business and industry services
3. Serving as the college fiscal officer.
4. Ensuring that all college fiscal matters are conducted in accordance with state and local policies and guidelines.
5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

VICE PRESIDENT, HUMAN RESOURCE DEVELOPMENT

The vice president for human resource development is responsible for

1. Overseeing the human resource development aspects of the college in accordance with state and local regulations, policies, and procedures.

2. Providing oversight for human resource development activities including

   - Personnel: benefits, compensation, recruitment, employment, contracts and contract negotiation, personnel development

   - Student Services: admissions, registration, placement, career development, student activities, international students, financial aid

   - Safety and Health: student health center, fitness center, safety and health regulation compliance

3. Serving as the college's health and safety officer.

4. Ensuring that all student, faculty, and support staff human resource development needs are met in an efficient and courteous manner.

Position Description

DEAN, BUSINESS STUDIES

The dean of business studies has the following responsibilities:

1. Providing leadership for and administering the business studies component of the college.
2. Overseeing operation of the college's business studies departments including
   - Marketing
   - Office Occupations
   - Business
   - Data Processing
3. Providing oversight for the college microcomputer laboratory and economic development office.
4. Serving as the business studies liaison for the college's north and south campuses.
5. Ensuring that business studies programs, courses, and services are responsive to community economic needs.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

DEAN, GENERAL STUDIES

Responsibilities of the dean of general studies include the following:

1. Providing leadership for and administering the general studies component of the college.
2. Overseeing the college's general studies departments including
    - Mathematics and Science
    - Communication and Social Studies
    - Developmental Studies
    - Learning Support Services
3. Serving as general studies liaison for the college's north and south campuses.
4. Ensuring that general studies courses and services support the technical, business, and services studies degrees and certificates.
5. Ensuring that all students' needs are met in an efficient and courteous manner.
6. Ensuring that learning and developmental studies support is provided to meet the academic mission of the college.

Position Description

DEAN, SERVICE STUDIES

The dean of service studies has the following responsibilities:

1. Providing leadership for and administering the service studies component of the college.
2. Overseeing operation of the college's service studies departments including
   - Health Studies
   - Police and Fire Science Studies
   - Food Science
   - Family Services
3. Serving as the service studies liaison for the college's north and south campuses.
4. Ensuring that service studies programs, courses, and services are responsive to community economic needs.
5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

DEAN, TECHNICAL STUDIES

Responsibilities of the dean of technical studies include

1. Providing leadership for and administering the technical studies component of the college.
2. Overseeing the college's technical studies departments including
   - Agriculture
   - Manufacturing
   - Transportation
   - Art and Graphics
   - Technology
3. Serving as technical studies liaison for the college's north and south campuses.
4. Ensuring that technical studies programs, courses, and services are responsive to community economic needs.
5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

ADMINISTRATOR, NORTH CAMPUS

The administrator of the college's north campus has the following responsibilities:

1. Operating the north campus in accordance with the regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.
2. Providing leadership for and administration of the north campus, including
   - Support Services
   - Counseling Services
   - Business Studies
   - Service Studies
   - General Studies
   - Technical Studies
3. Serving as a college representative at activities, meetings, and events held in the region served by the north campus.
4. Establishing and maintaining relations with organizations, companies, educational institutions, and agencies in the county region served by the north campus.
5. Implementing new initiatives in response to the evolving economic needs of the county region served by the north campus.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

ADMINISTRATOR, SOUTH CAMPUS

The administrator of the college's south campus has the following responsibilities:

1. Operating the south campus in accordance with regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.

2. Providing leadership for and administration of the south campus, including

   - Business Studies
   - Service Studies
   - General Studies
   - Technical Studies
   - Customized Training
   - Support Services

3. Serving as a college representative at activities, meetings, and events held in the region of the county served by the south campus.

4. Establishing and maintaining relations with organizations, companies, educational institutions, and agencies in the county region served by the north campus.

5. Implementing new initiatives in response to the evolving economic needs of the county region served by the north campus.

6. Ensuring that all clients' needs are met in an efficient and courteous manner.

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Human Resource Development

SUBJECT: Organization Charts

Enclosed are copies of the college organization charts that we approved at our meeting last week. Please review them for accuracy and get back to me within the next seven days if you find any errors.

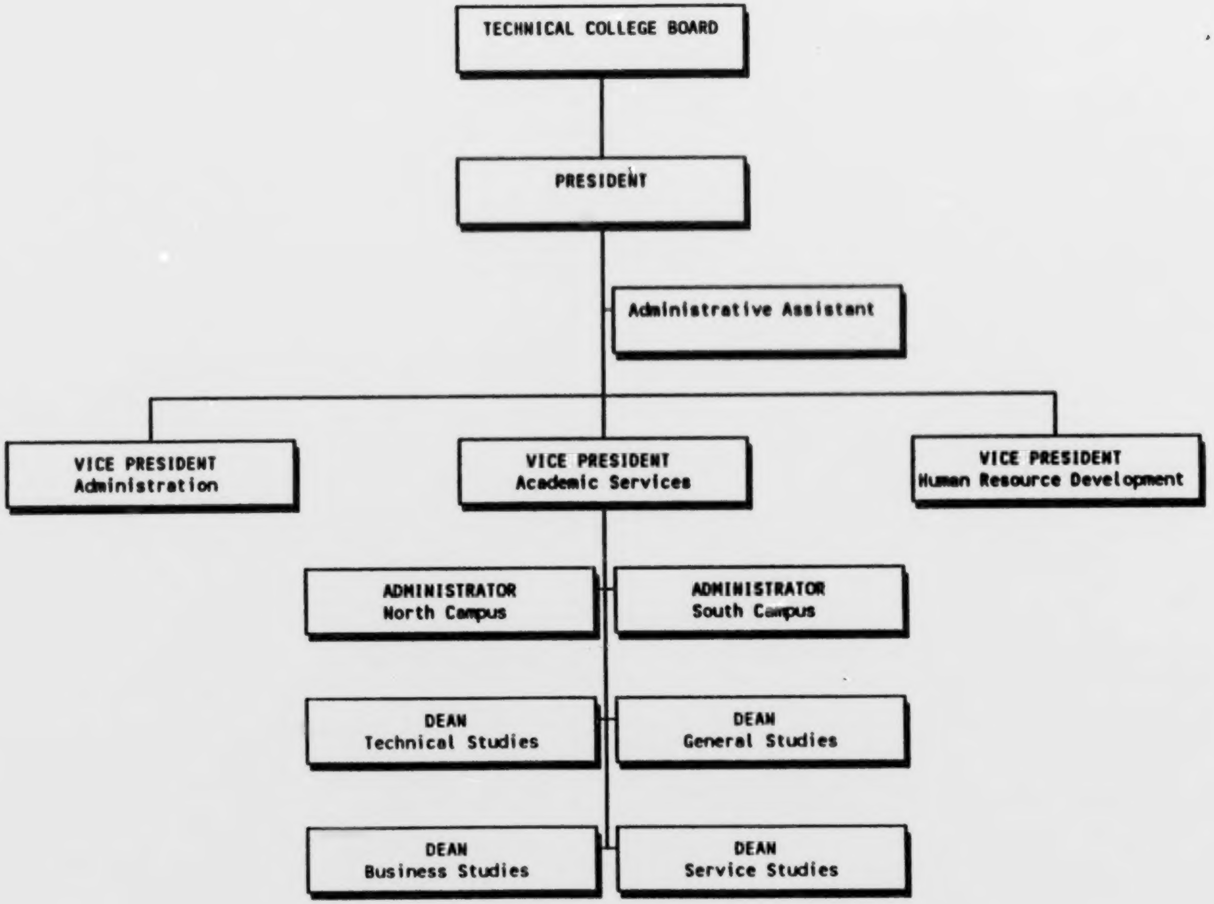
The charts will be included with other descriptive materials in the South Central Accreditation Self Study document.

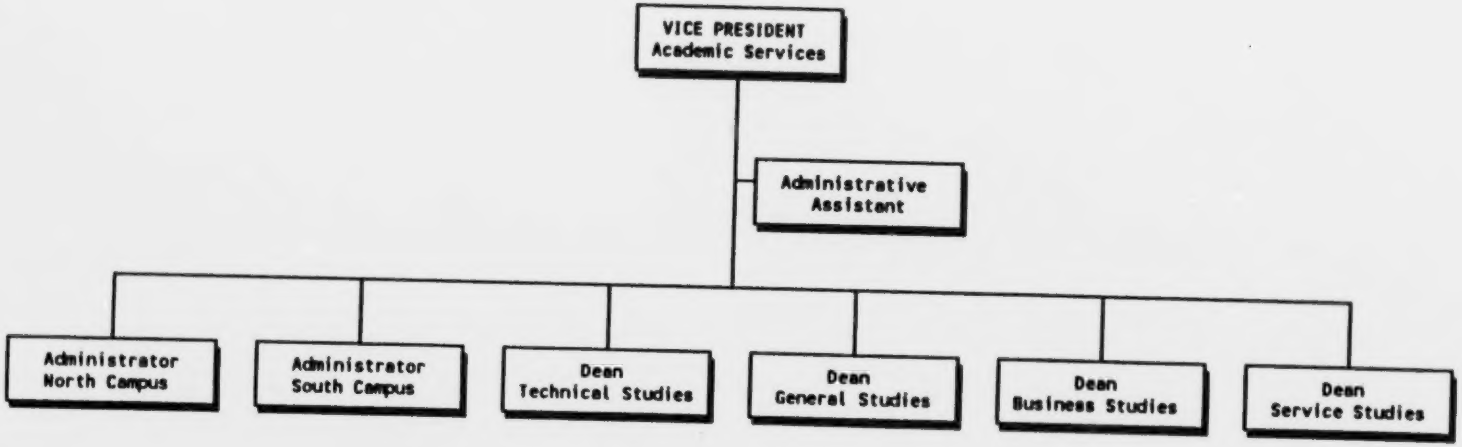
Enclosures

DISTRIBUTION: President; Vice President, Administrative Services; Vice President, Academic Services; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus; Vice President, Human Resource Development

VPHR-1

BREAKERS TECHNICAL COLLEGE


TECHNICAL COLLEGE BOARD
PRESIDENT
Administrative Assistant
VICE PRESIDENT Administration
VICE PRESIDENT Academic Services
VICE PRESIDENT Human Resource Development
ADMINISTRATOR North Campus
ADMINISTRATOR South Campus
DEAN Technical Studies
DEAN General Studies
DEAN Business Studies
DEAN Service Studies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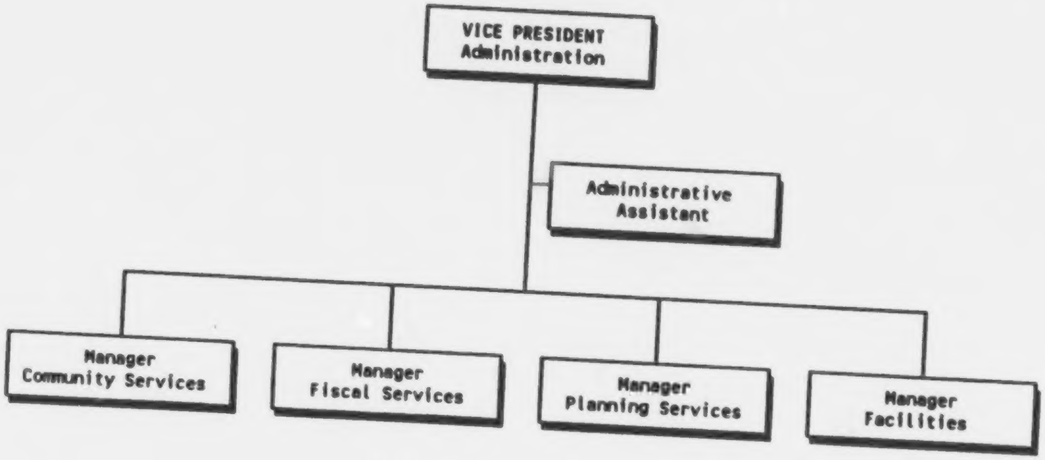
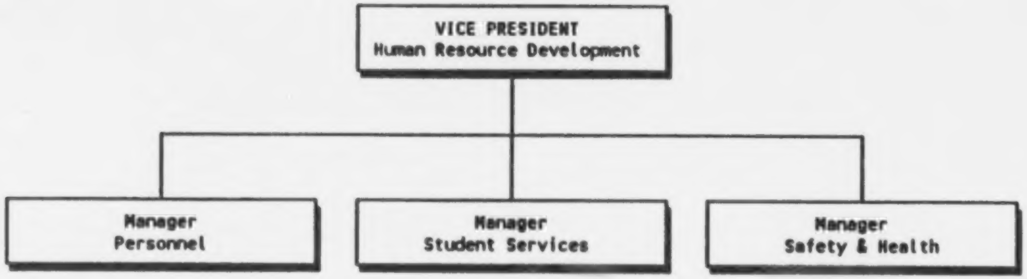
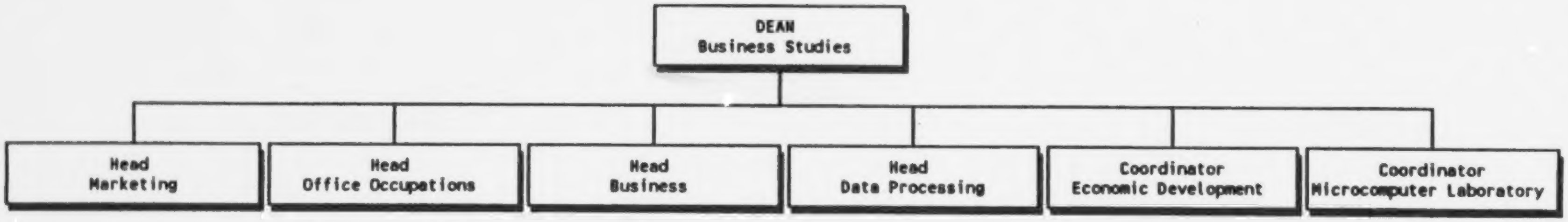
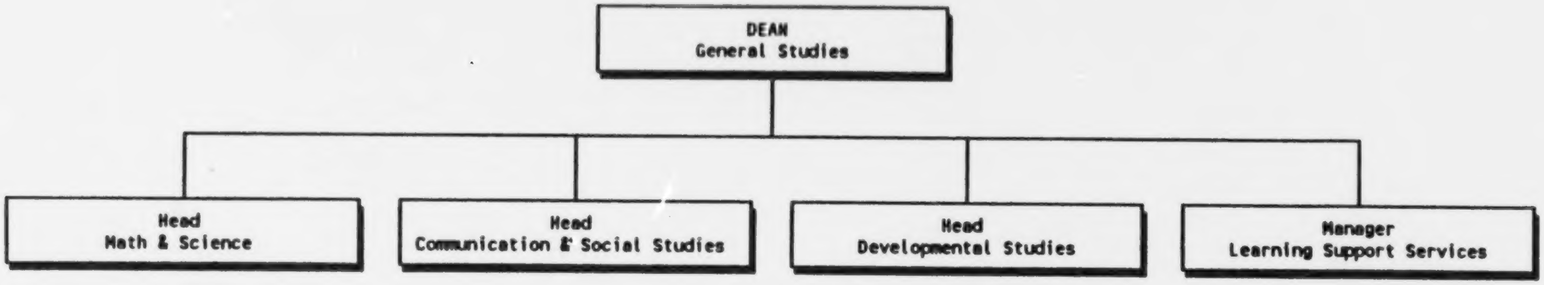
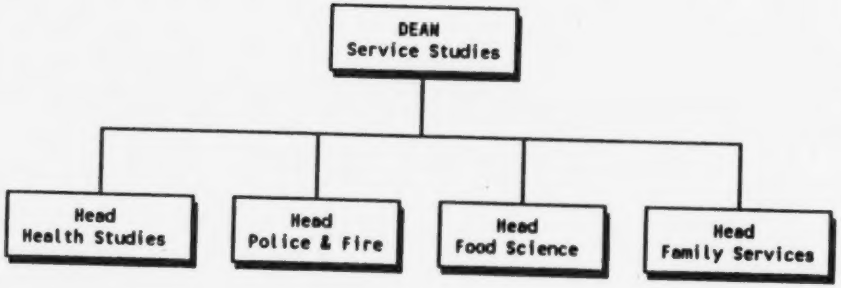
Academic Services
Administrative Assistant
Administrator North Campus
Administrator South Campus
Dean Technical Studies
Dean General Studies
Dean Business Studies
Dean Service Studies

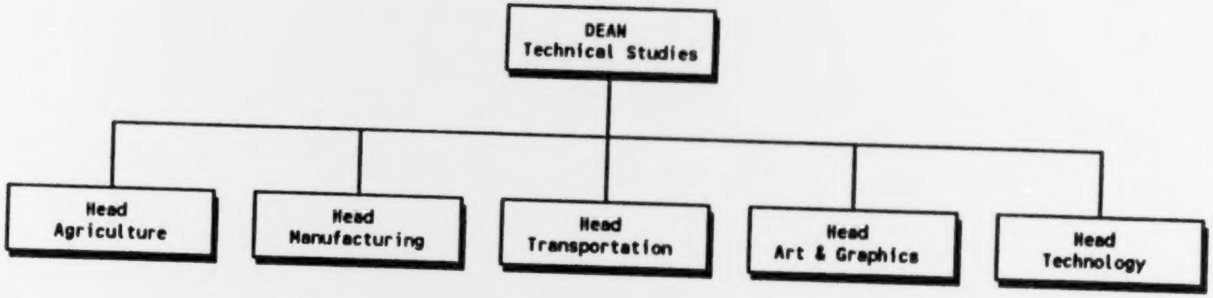

VICE PRESIDENT
Administration
Administrative
Assistant
Manager
Community Services
Manager
Fiscal Services
Manager
Planning Services
Manager
Facilities

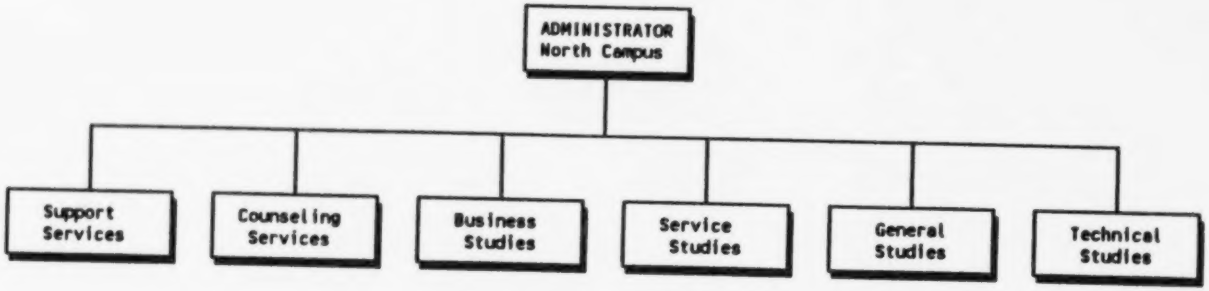

VICE PRESIDENT
Human Resource Development
Manager
Personnel
Manager
Student Services
Manager
Safety & Health

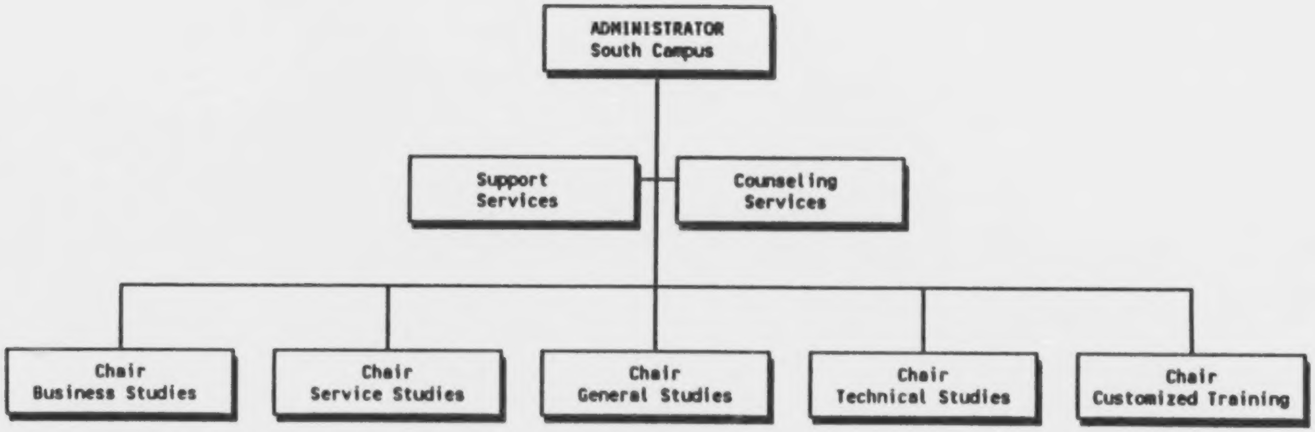

DEAN
Business Studies
Head
Marketing
Head
Office Occupations
Head
Business
Head
Data Processing
Coordinator
Economic Development
Coordinator
Microcomputer Laboratory


DEAN
General Studies
Head
Math & Science
Head
Communication & Social Studies
Head
Developmental Studies
Manager
Learning Support Services


DEAN
Service Studies
Head
Health Studies
Head
Police & Fire
Head
Food Science
Head
Family Services


DEAN
Technical Studies
Head
Agriculture
Head
Manufacturing
Head
Transportation
Head
Art & Graphics
Head
Technology


ADMINISTRATOR
North Campus
Support Services
Counseling Services
Business Studies
Service Studies
General Studies
Technical Studies


ADMINISTRATOR
South Campus
Support Services
Counseling Services
Chair Business Studies
Chair Service Studies
Chair General Studies
Chair Technical Studies
Chair Customized Training

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Vice President, Academic Services

FROM: Sharon King, Academic Services Secretary

SUBJECT: Your NOTE Conference Trip

Travel Specialists, Inc. called to tell you that your departure flight time for Chicago has been changed. You are now scheduled to leave the Midvale Airport for the National Organization of Technical Education conference at 10:00 a.m. one week from today. You will be flying on S.C. air flight number 4607.

DISTRIBUTION: Vice President, Academic Services

VPAC-3

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Administrator, North Campus

FROM: Vice President, Academic Services

SUBJECT: Projected Enrollments, North Campus

According to our latest analysis, current and projected enrollments for the BTC North Campus are as follows:

Area	Student FTE Current Year	Projected Student FTE Next Year	% increase or decrease
Marketing	328	340	+ 4
Business	563	585	+ 4
Technical	510	545	+ 7
Service	462	263	- 43
Overall	1863	1733	- 7

The overall decline in enrollment is projected at seven percent. This decline is primarily in agriculture-related service programs. Since this projected enrollment decline could result in faculty reduction, we need to meet and discuss possible personnel implications.

DISTRIBUTION: Administrator, North Campus; Vice President, Human Resource Development; Vice President, Academic Services

VPAC-1

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Administrator, South Campus

FROM: Vice President, Academic Services

SUBJECT: Projected Enrollments, South Campus

According to our latest analysis, current and projected enrollments for the BTC South Campus are as follows:

Area	Student FTE Current Year	Projected Student FTE Next Year	% increase or decrease
Marketing	827	835	+ 1
Business	732	740	+ 1
Technical	940	1050	+12
Service	628	620	- 1
Overall	3127	3245	+ 4

The projected enrollment increase is primarily in the high technology programs (design technology, machine technology). Since we may need to hire additional faculty to teach in these programs, we need to meet at your earliest convenience to discuss staffing implications.

DISTRIBUTION: Administrator, South Campus; Vice President, Human Resource Development; Vice President, Academic Services

VPAC-2

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Vice President, Academic Services

FROM: Dean, General Studies

SUBJECT: Course Scheduling Conflicts

I have been informed by my department heads that a number of students are running into course scheduling conflicts at the North and South campuses. Although students need to take general studies courses as part of their programs, the service, business, and technical studies courses are often scheduled at the same time as general studies courses. I have heard of a few cases where students completed all of their applied studies courses without taking more than one or two general studies courses.

This is an acute problem for part-time students who have only a limited amount of time available in which to take courses. Can we get together sometime soon and discuss this situation?

DISTRIBUTION: Dean, General Studies; Vice President, Academic Services

DGS-3

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Dean, Service Studies; Dean, Business Studies; Dean, Technical Studies

FROM: Dean, General Studies

SUBJECT: Integrating General and Technical Studies

This is just a reminder that I have scheduled the first meeting of the Integration Task Force for 10:00 a.m. tomorrow. The president will be at this meeting to give the committee its charge. If you have any agenda items for the meeting, be sure they reach me by the end of work today.

DISTRIBUTION: President; Dean, Service Studies; Dean, Business Studies; Dean, Technical Studies; Vice President, Academic Services

DGS-1

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Academic Services

SUBJECT: Schedules for Fall Semester Classes

Just a reminder that schedules for fall semester classes are due in my office in just fourteen days. Please remind your department heads and chairpersons of this due date.

As in the past, please submit course information on standard course forms (CI-1). Be sure that all courses are grouped by campus and instructional area. Keep in mind that this is the last time course scheduling information may be submitted on paper. In the future, all information must be submitted electronically using PROFS.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAC-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: New Brochure

Attached is a draft copy of the new BTC brochure to replace the outdated one. It was prepared by our Community Services staff.

Please review the brochure and let me know within the next five days if you identify any errors or oversights. Once the text is accurate, we will add pictures and format the brochure in a professional manner using our desktop publishing software.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-5

BREAKERS TECHNICAL COLLEGE
AT A GLANCE

Founded	1960
Campuses	Main Campus: Midvale North Campus: Leaf Valley South Campus: South Haven
Accreditation	South Central Association of Colleges and Schools
Degrees	Associate degrees and technical certificates
Calendar	Three academic semesters
Enrollment	5,012 full-time students 9,509 part-time students 14,521 total students
Fees	Full-time - $450 per semester, nine or more semester hours Part-time - $50 per semester hour Out-of-state - $810 per semester, nine or more semester hours Part-time - $90 per semester hour
Admission	Breakers Technical College follows an open admission policy.
Financial Aid	Over fifty percent of BTC students receive some form of financial aid.
Placement	For recent BTC graduates, the overall job placement rate was nearly ninety percent. Eighty-two percent of those employed found jobs related to their BTC studies.
Associate Degree Programs	Accounting Agri-Business Management Automotive Service Management Building Construction Technology Business Management Child Care Services Commercial Art Computer Technology Culinary Arts Drafting and Design Technology Electromechanical Technology Electronics Technology Fashion Merchandising Fire Protection Hotel/Restaurant Management Machine Technology Marketing

	Office Systems Management Police Science Practical Nursing Welding Technology
Technical Certificate Programs	Auto Body Repair Automotive Servicing Building Trades Business Skills Correctional Services Electronics Servicing Emergency Medical Farm Operations Food Preparation Industrial Maintenance Medical Transcription Nurse Assistant Printing Welding
For further information	Contact the Admissions office at Breakers Technical College Main, North, or South Campus.

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Administrators and Faculty Members

FROM: Manager, Community Services

SUBJECT: Cooperative Education Grant

I am pleased to announce that Breakers Technical College has again received federal funding in support of cooperative education activities. This is the third year BTC has received this support. During the past two years, we have involved over fifty employers in cooperative education programs for BTC students. We anticipate employer participation to expand during the third year of the grant and to place ten to twenty students per semester in cooperative employment settings.

Please have your students contact Raul Garcia, our cooperative education coordinator, if they are interested in cooperative work experiences as a part of their studies.

DISTRIBUTION: BTC Administrators and Faculty Members

VPAD-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Vice President, Academic Services; Dean, Technical Studies

FROM: President

SUBJECT: Visit With Technical Education Officials from Turkey

Please free up your calendars from 9:00 a.m. until 1:30 p.m. one week from today. At that time we will be visited by two Turkish technical education officials, O. Oliglu, Undersecretary of Technical Education, and N. Fadil, Director of Technical Colleges. They will be accompanied by Eric Rief, Research Rectangle Academy's director of the USAID-funded Turkish technical assistance project. Our visitors will be examining the feasibility of BTC providing technical education studies for 100 to 150 students from Turkey.

I will send you details about Research Rectangle Academy's technical assistance project as soon as Mr. Rief faxes materials to me.

DISTRIBUTION: Vice President, Academic Services; Dean, Technical Studies; Vice President, Administration; President

PRES-3

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Dean, Technical Studies

SUBJECT: Technology Transfer Center Report

As chair of the Technology Transfer Committee, I am pleased to provide for your review a draft report focusing on the establishment of a technology transfer center at Breakers Technical College.

I would like to thank the following committee members for the valuable input and assistance in the preparation of this report: Chair, Electronics Technology Department; Chair, Manufacturing Technology Department; Chair, Drafting and Design Technology; and Administrator, South Campus.

Enclosure

DISTRIBUTION: President; Vice President, Administrative Services; Vice President, Academic Services; Vice President, Human Resource Development; Dean, General Studies; Dean, Technical Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus; Technology Transfer Committee

DTS-1

INTERIM REPORT
TECHNOLOGY TRANSFER CENTER COMMITTEE
(discussion paper - do not distribute without prior approval)

INTRODUCTION

Three months ago, the Technology Transfer Center Committee was organized and received a charge from our college president to examine the feasibility of establishing a technology transfer center at Breakers Technical College. This interim report has been prepared as a discussion document to present our progress to date and to obtain responses from college officials. The report is organized into five sections: (1) the need for a center, (2) the current status of technology transfer activities at Breakers Technical College, (3) the proposed center's mission, (4) the proposed center's organization, and (5) possible next steps.

NEED

Several factors point to the need for technical and community colleges to become involved in technology transfer activities. First, numerous reports have revealed that industries must apply the most current forms of technology to their design, production, and distribution systems if they expect to compete in the world marketplace. Second, these same industries have indicated that it is more effective and convenient to develop technologically by linking with local institutions and agencies that can diagnose their technology problems and provide relevant, applied solutions. Finally, the college is in a unique position to provide technology transfer services. Since technology-related content is taught each day, the college already has a technology base to draw from. Additionally, many members of the instructional staff have recent experience in industry and understand how industries operate and how they may be assisted. These factors clearly support the need for technology transfer and point to reasons that Breakers Technical College should consider expanding its activities in this area.

CURRENT STATUS

The college currently provides limited technology transfer services to county firms. During the previous twelve months, the college completed six technology transfer contracts for local companies. The companies receiving service range from a small, ten-employee square dance amplifier production firm, to a plastic kitchenware production firm that employs 120 persons. All of the firms are located within a four mile radius of the BTC south campus.

The committee recently conducted a survey of 178 county firms (82 percent response rate). The study revealed that firms anticipate that over the next twelve months they will need assistance with at least sixty-five different technology-related problems. Collectively, the firms believe seventy-one percent of the problems will be production-related with the remainder approximately equally distributed among the design (15 percent) and distribution (14 percent) areas. A majority of the firms (59 percent) with anticipated technology problems are located within the region of the county served by the south campus, thirty percent within the main campus service region, and eleven percent within the north campus service region.

MISSION

Based on the aforementioned technology transfer need and the college's capability, it is proposed that the college establish a technology transfer center. The center should have as its mission

1. Providing county firms with the most effective solutions to their technological problems.
2. Offering high quality technology transfer services at a reasonable cost.
3. Making available to firms well-qualified technology transfer teams that will effect improvement in a cost effective manner.
4. Providing quality customized training in support of technology transfer activities.

ORGANIZATION

It is proposed that the center be initially staffed by one full-time director, one part-time secretary, and various part-time (via contract) technology transfer team members drawn from the college faculty. Based on results of our survey, we recommend that the center place its initial emphasis on technology transfer in the production area. As center activity begins to grow, emphasis can be expanded into the design and distribution areas.

It is further proposed that the center be located at the college's south campus. This recommendation is based on the large number of projected technology transfer needs within the south campus service region and the location of the south campus in the vicinity of numerous high technology firms. Additionally, the south campus administrator indicates that space can be made available on that campus to house the center director and the secretary. As the center expands to meet anticipated future needs, consideration should be given to constructing a new center building in the industrial park adjacent to the south campus.

NEXT STEPS

Based on the assumption that this report and its recommendations are approved, the committee suggests that the following actions be taken:

1. Establish a technology transfer center steering/advisory committee.
2. Hire a center director and secretary.
3. Identify technology transfer teams from among the college faculty.
4. Train members in ways to efficiently and effectively conduct their activities.
5. Develop and distribute center promotional brochures.
6. Present promotional events related to the center to various industries and civic groups in the area.

There are probably other items to be dealt with as the center develops; however, these are among the most important. The committee members appreciate the opportunity to be involved in this important endeavor and look forward to receiving comments about the report content.

Respectfully submitted,

The Technology Transfer Center Committee

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Tech Prep Project Steering Committee

FROM: Dean, Technical Studies and Director, Midvale Vocational Center Co-Directors, Tech Prep Project

SUBJECT: Our Next Steering Committee Meeting

Our next Tech Prep project steering committee meeting will be held one week from today from 7:30 until 9:00 a.m. in Room 132 at our Administration Building in Midvale. We will discuss progress on the articulation of secondary and postsecondary course offerings in the Food Service and Automotive Maintenance areas.

Please be prepared to provide status reports on your various areas.

DISTRIBUTION: Committee Members: Dean, Technical Studies (BTC); Director, Midvale Vocational Center; Dean, Service Studies (BTC); Dean, Business Studies (BTC); Director, South Haven Vocational Center; Director of Vocational Education, Leaf Valley

cc: Vice President, Academic Services (BTC); Associate Superintendent of Schools, Breakers County; Personnel Director, South Haven Technology, Inc.; President, Leaf Valley Motors, Inc.

DTS-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Administrator, North Campus

FROM: Coordinator, Service Studies

SUBJECT: Adjunct Instructor Development Program

Congratulations! The adjunct instructor program that you and your committee proposed really works! The instructor modules available from the American Occupational Association are perfect for our part-timers, and the incentive plan for self-improvement works very well.

We have already noticed that part-time instructors are more considerate and professional, and that they teach classes better. Keep up the good work!

DISTRIBUTION: Administrator, North Campus; Vice President, Academic Services

ANC-5

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Vice President, Academic Services

FROM: Administrator, North Campus

SUBJECT: Potential for Expanding our Prison Program

I visited the other day with Dr. Wil Rawls, State Director of Prison Education. He said that he is quite pleased with the prison education programs we are providing at the Clayburg minimum security facility and wants to know if we are interested in providing GED and technical studies courses at their Rustville facility. He anticipates that approximately 175 prisoners will need some form of education with a breakdown as follows:

GED Studies -	100
Technical Studies -	75

I have some reservations about this expansion because Rustville is a maximum security facility, and we, therefore, may have difficulty finding interested adjunct faculty members. What are your ideas on this potential opportunity?

DISTRIBUTION: Administrator, North Campus; Vice President, Academic Services

ANC-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: State Grant Opportunity

I have just received word that the request for proposals (RFP) for support of gender equity pilot programs will be released in the next week or two. The State Department of Education is funding ten institutions across the state to serve as sites for implementing progressive gender equity practices. Each grant will be funded at the rate of $85,000 the first year and $55,000 the second year. Each site is required to provide a half-time gender equity coordinator as project manager. Sites will be obligated to implement a range of progressive gender equity practices across the institution, including the areas of curriculum, institution, and personnel.

Perhaps we can discuss this potential opportunity at the next management team meeting.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-2

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Vice President, Academic Services

FROM: Administrator, North Campus

SUBJECT: Technology Transfer Center Report

I have just read the report prepared by the Technology Transfer Committee and take issue with the recommendation that the center be located at the South Campus. The rural area served by the North Campus has great potential to be revitalized economically if the center is located here. Our North Campus Advisory Committee has commented many times that a center with a technology-related mission has potential to bring in high-tech businesses and industries and reduce the unemployment rate in the region.

May I meet with you today and discuss this important matter?

DISTRIBUTION: Vice President, Academic Services; Chair, North Campus Advisory Committee; Administrator, North Campus

ANC-1

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: Public Relations

As you recall, at our last management team meeting I was charged with preparing a new set of guidelines for public relations activities at BTC. These guidelines could include information about speaking on and promoting the college; preparing news releases; developing descriptive course, program, and workshop brochures; and sponsoring various events (e.g., noncredit summer courses for youngsters, Black History month).

If you have any specific areas or items that you feel should be covered in the guidelines, please forward them to me within the next seven days.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-3

MEDIAN STATE UNIVERSITY
MEDIAN

Vice President, Academic Services
Breakers Technical College
Main Campus
Midvale

Dear Vice President:

We are very pleased that you have agreed to speak on the topic of "Integrating Academic and Occupational Education" at our faculty and graduate student seminar next Thursday. The seminar will be held in 127 Hill Hall from 12:00 noon until 1:30 p.m. We would like you to speak for approximately one half hour and then respond to questions from the group. Lunch will be provided.

So graduate students may have an opportunity to prepare questions, I would like to share with them a copy of your presentation outline. Could you fax me a copy of your outline by 5:00 p.m. today?

I look forward to seeing you in Median.

Sincerely,

Janet O'Brien

Janet O'Brien
Professor and Chair
Department of Occupational Education Studies

EXT-13

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: President; Vice President, Academic Services; Vice President, Human Resource Development

FROM: Vice President, Administration

SUBJECT: Impending Budget Cut

I just heard from my friend who works with the State Board of Technical Colleges that they are about to announce a seven percent across the board cut for each technical college in the state system. This will be a permanent cut effective July 1 with the start of next fiscal year.

We need to meet prior to the weekly management team meeting and discuss possible strategies for dealing with this budget cut.

DISTRIBUTION: President

VPAD-7

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: BTC Administrators

FROM: Vice President, Administration

SUBJECT: Title Confusion

Although it has been over two months since my title was changed from Vice President, Administrative Services to Vice President, Administration, I am still receiving correspondence addressed to Vice President, Administrative Services. Please remind your staff that my correct title is Vice President, Administration.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-6

BREAKERS TECHNICAL COLLEGE

Main Campus • North Campus • South Campus

SECTION 5

VICE PRESIDENT, ADMINISTRATION

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: President

SUBJECT: Our Next Management Team Meeting

This is to remind you that our next management team meeting will be held in my office at 11:00 a.m. this morning.

Please be prepared to give a brief report about new activities in your area of oversight. Also, I would like to have a discussion about the proposed technology transfer center.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resource Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

PRES-1

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Human Resource Development

SUBJECT: Position Descriptions

Enclosed are copies of the management team position descriptions that were approved at the last BTC board meeting. Please retain these descriptions for future reference.

Enclosures (10)

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resource Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPHR-2

Position Description

PRESIDENT, BREAKERS TECHNICAL COLLEGE

The president's responsibilities include:

1. Operating the college in accordance with regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.
2. Providing leadership for and administration of the entire technical college operation including:
    - Fiscal planning, facilities, and community services
    - Instructional programs and courses in technical, general, business, and service studies
    - Personnel, student, and safety and health services
    - Outreach programs and services including service to local residents, businesses, and industries
    - Staff, faculty, and administrator recruitment, selection, and development
3. Serving as a representive of the college at county, state, and national activities; meetings; and events.
4. Establishing and maintaining relations with local and state organizations, companies, and agencies.
5. Implementing new programs, courses, and services in response to the evolving economic needs of the county.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

VICE PRESIDENT, ACADEMIC SERVICES

The vice president for academic services has the following responsibilities:

1. Overseeing the academic aspects of the college in accordance with state and local regulations, policies, and procedures.
2. Providing oversight for the college's academic programs, courses, and services including
    - Technical Studies
    - General Studies
    - Business Studies
    - Service Studies
3. Providing leadership and administrative oversight for programs, courses, and services offered at the college's north and south campuses.
4. Serving as the college's chief academic officer.
5. Ensuring that programs, courses, and services are offered that are responsive to community economic needs.

Position Description

VICE PRESIDENT, ADMINISTRATION

The responsibilities of the vice president for administration include the following:

1. Overseeing the administration aspects of the college in accordance with state and local regulations, policies, and procedures.
2. Providing leadership and oversight for the college's general administration including
    - Fiscal Services: programming, budgeting, and monitoring
    - Planning Services: short and long range strategic, facilities, and program planning
    - Facilities Services: maintenance, food services, monitoring of services contracts, and facilities services personnel
    - Community Services: economic development, public information, business and industry services
3. Serving as the college fiscal officer.
4. Ensuring that all college fiscal matters are conducted in accordance with state and local policies and guidelines.
5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

VICE PRESIDENT, HUMAN RESOURCE DEVELOPMENT

The vice president for human resource development is responsible for

1. Overseeing the human resource development aspects of the college in accordance with state and local regulations, policies, and procedures.
2. Providing oversight for human resource development activities including
   - Personnel: benefits, compensation, recruitment, employment, contracts and contract negotiation, personnel development
   - Student Services: admissions, registration, placement, career development, student activities, international students, financial aid
   - Safety and Health: student health center, fitness center, safety and health regulation compliance
3. Serving as the college's health and safety officer.
4. Ensuring that all student, faculty, and support staff human resource development needs are met in an efficient and courteous manner.

Position Description

DEAN, BUSINESS STUDIES

The dean of business studies has the following responsibilities:

1. Providing leadership for and administering the business studies component of the college.
2. Overseeing operation of the college's business studies departments including
   - Marketing
   - Office Occupations
   - Business
   - Data Processing
3. Providing oversight for the college microcomputer laboratory and economic development office.
4. Serving as the business studies liaison for the college's north and south campuses.
5. Ensuring that business studies programs, courses, and services are responsive to community economic needs.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

DEAN, GENERAL STUDIES

Responsibilities of the dean of general studies include the following:

1. Providing leadership for and administering the general studies component of the college.
2. Overseeing the college's general studies departments including
   - Mathematics and Science
   - Communication and Social Studies
   - Developmental Studies
   - Learning Support Services
3. Serving as general studies liaison for the college's north and south campuses.
4. Ensuring that general studies courses and services support the technical, business, and services studies degrees and certificates.
5. Ensuring that all students' needs are met in an efficient and courteous manner.
6. Ensuring that learning and developmental studies support is provided to meet the academic mission of the college.

Position Description

DEAN, SERVICE STUDIES

The dean of service studies has the following responsibilities:

1. Providing leadership for and administering the service studies component of the college.
2. Overseeing operation of the college's service studies departments including
   - Health Studies
   - Police and Fire Science Studies
   - Food Science
   - Family Services
3. Serving as the service studies liaison for the college's north and south campuses.
4. Ensuring that service studies programs, courses, and services are responsive to community economic needs.
5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

DEAN, TECHNICAL STUDIES

Responsibilities of the dean of technical studies include

1. Providing leadership for and administering the technical studies component of the college.
2. Overseeing the college's technical studies departments including
   - Agriculture
   - Manufacturing
   - Transportation
   - Art and Graphics
   - Technology
3. Serving as technical studies liaison for the college's north and south campuses.
4. Ensuring that technical studies programs, courses, and services are responsive to community economic needs.
5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

ADMINISTRATOR, NORTH CAMPUS

The administrator of the college's north campus has the following responsibilities:

1. Operating the north campus in accordance with the regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.
2. Providing leadership for and administration of the north campus, including
    - Support Services
    - Counseling Services
    - Business Studies
    - Service Studies
    - General Studies
    - Technical Studies
3. Serving as a college representative at activities, meetings, and events held in the region served by the north campus.
4. Establishing and maintaining relations with organizations, companies, educational institutions, and agencies in the county region served by the north campus.
5. Implementing new initiatives in response to the evolving economic needs of the county region served by the north campus.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

ADMINISTRATOR, SOUTH CAMPUS

The administrator of the college's south campus has the following responsibilities:

1. Operating the south campus in accordance with regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.
2. Providing leadership for and administration of the south campus, including
    - Business Studies
    - Service Studies
    - General Studies
    - Technical Studies
    - Customized Training
    - Support Services
3. Serving as a college representative at activities, meetings, and events held in the region of the county served by the south campus.
4. Establishing and maintaining relations with organizations, companies, educational institutions, and agencies in the county region served by the north campus.
5. Implementing new initiatives in response to the evolving economic needs of the county region served by the north campus.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Human Resource Development

SUBJECT: Organization Charts

Enclosed are copies of the college organization charts that we approved at our meeting last week. Please review them for accuracy and get back to me within the next seven days if you find any errors.

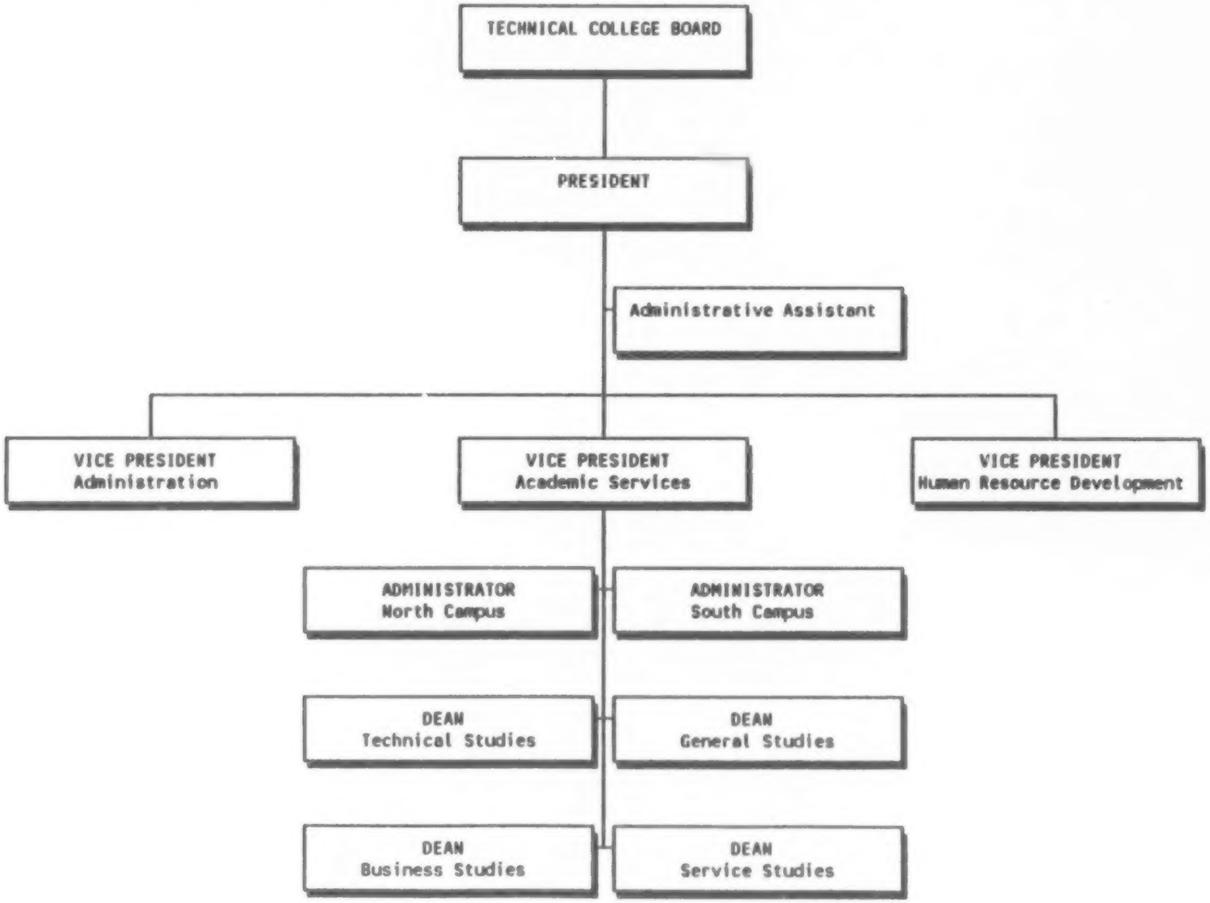
The charts will be included with other descriptive materials in the South Central Accreditation Self Study document.

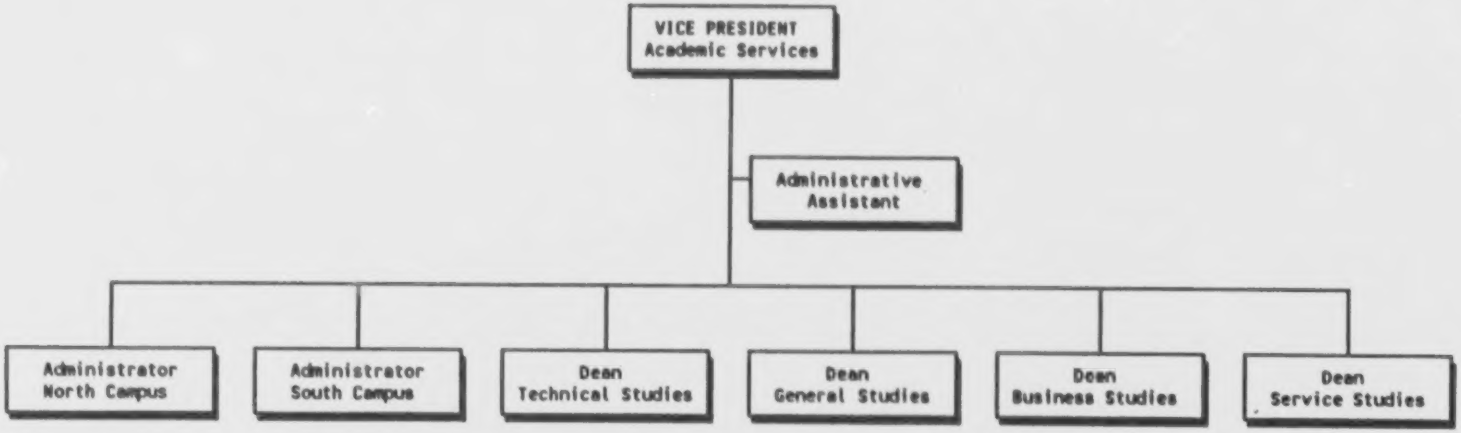
Enclosures

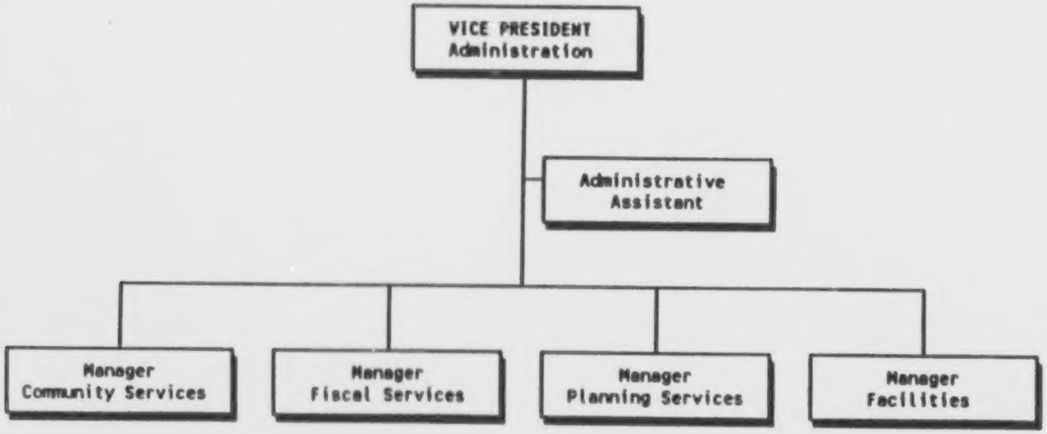
DISTRIBUTION: President; Vice President, Administrative Services; Vice President, Academic Services; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus; Vice President, Human Resource Development

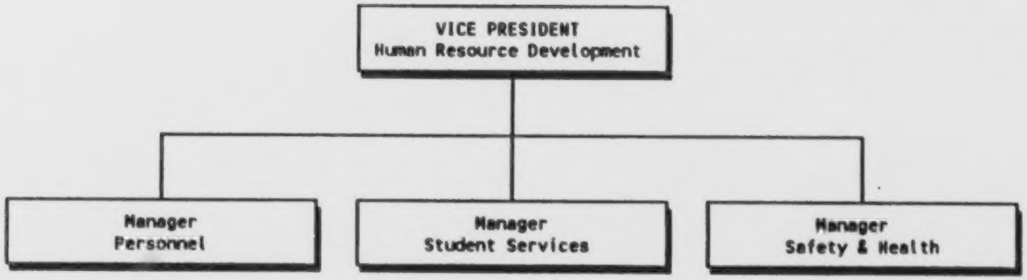
VPHR-1

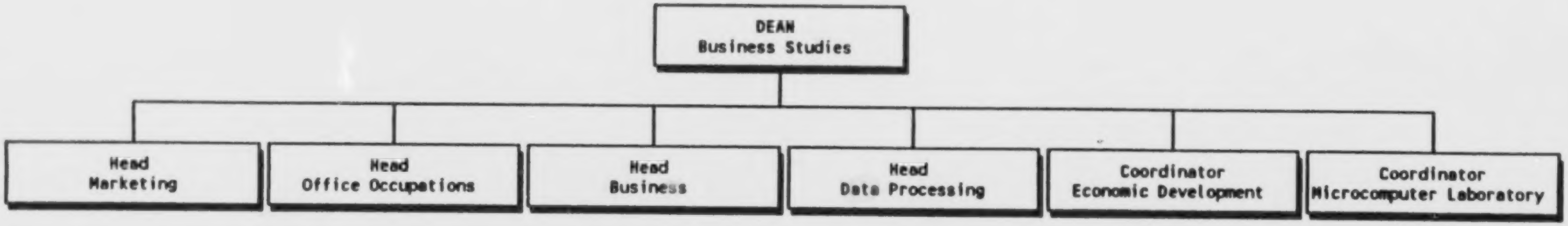
BREAKERS TECHNICAL COLLEGE

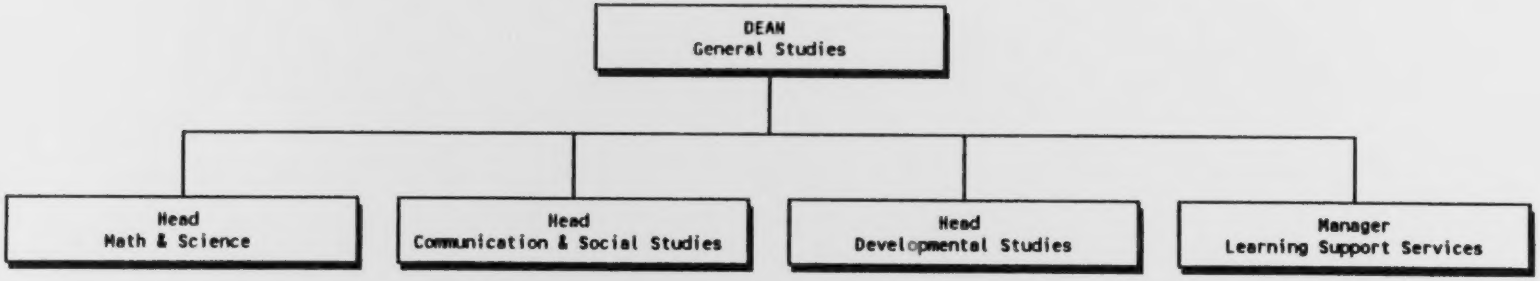

TECHNICAL COLLEGE BOARD
PRESIDENT
Administrative Assistant
VICE PRESIDENT Administration
VICE PRESIDENT Academic Services
VICE PRESIDENT Human Resource Development
ADMINISTRATOR North Campus
ADMINISTRATOR South Campus
DEAN Technical Studies
DEAN General Studies
DEAN Business Studies
DEAN Service Studies

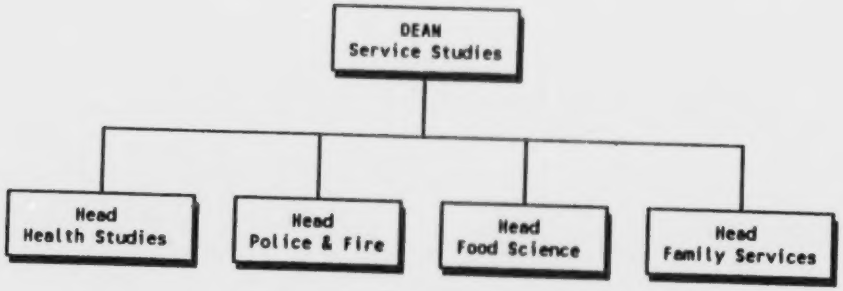

VICE PRESIDENT
Academic Services
Administrative Assistant
Administrator North Campus
Administrator South Campus
Dean Technical Studies
Dean General Studies
Dean Business Studies
Dean Service Studies

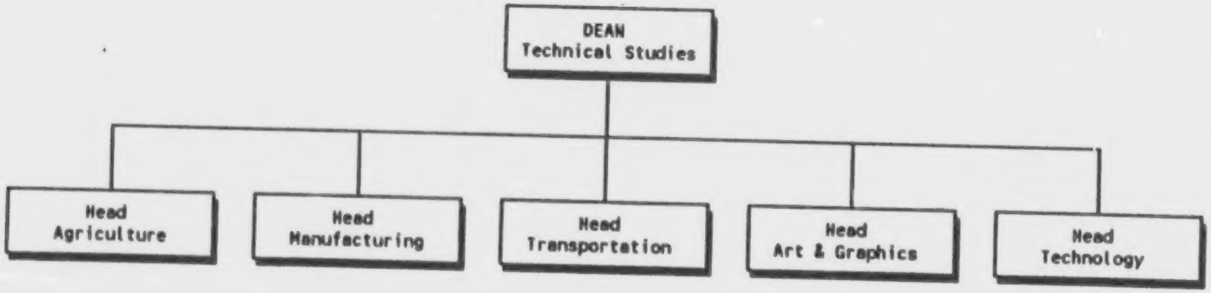

VICE PRESIDENT Administration
Administrative Assistant
Manager Community Services
Manager Fiscal Services
Manager Planning Services
Manager Facilities

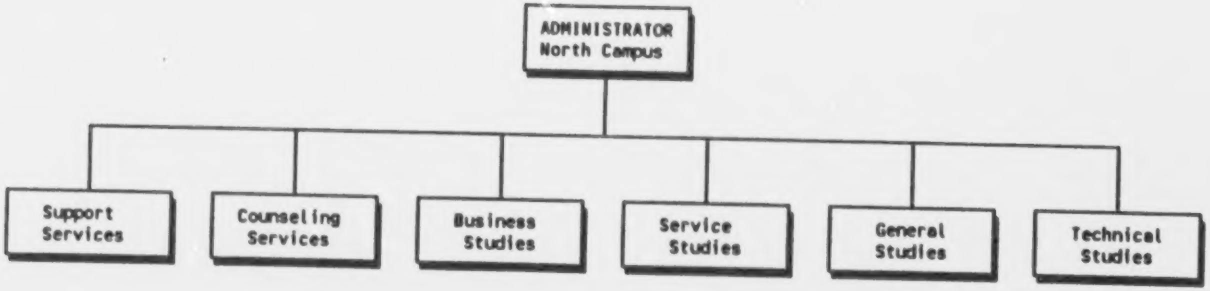

VICE PRESIDENT
Human Resource Development
Manager
Personnel
Manager
Student Services
Manager
Safety & Health

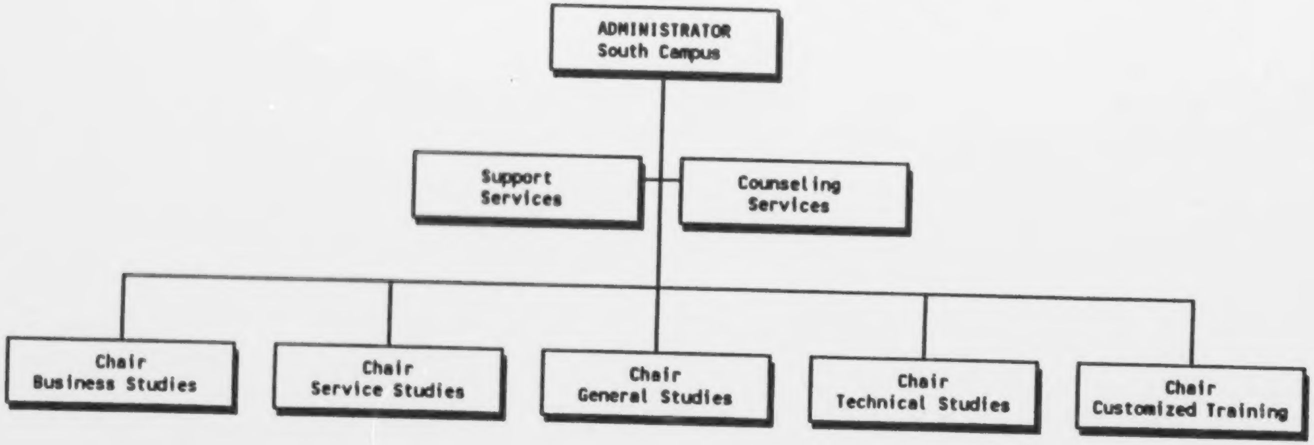

DEAN
Business Studies
Head
Marketing
Head
Office Occupations
Head
Business
Head
Data Processing
Coordinator
Economic Development
Coordinator
Microcomputer Laboratory


DEAN
General Studies
Head
Math & Science
Head
Communication & Social Studies
Head
Developmental Studies
Manager
Learning Support Services


DEAN
Service Studies
Head
Health Studies
Head
Police & Fire
Head
Food Science
Head
Family Services


DEAN
Technical Studies
Head
Agriculture
Head
Manufacturing
Head
Transportation
Head
Art & Graphics
Head
Technology


ADMINISTRATOR
North Campus
Support Services
Counseling Services
Business Studies
Service Studies
General Studies
Technical Studies


ADMINISTRATOR
South Campus
Support Services
Counseling Services
Chair Business Studies
Chair Service Studies
Chair General Studies
Chair Technical Studies
Chair Customized Training

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Vice President, Administrative Services

FROM: Larry Adams, Director, Counseling Center

SUBJECT: State Assistance Monies for Handicapped Students

When I was at the annual state counseling conference, I heard that Breakers Technical College qualifies for state monies to assist handicapped students in learning instructional content. The state will provide reimbursement for expenses in the following areas:

- Purchase of special equipment to assist students with hearing and visual impairments
- Modifications of laboratory facilities to meet handicapped students' needs
- Support of wages for readers to assist visually impaired students

I will send you a copy of the regulations as soon as I receive them from the State Office of the Handicapped.

DISTRIBUTION: Vice President, Administrative Services

VPAD-1

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Academic Services

SUBJECT: Schedules for Fall Semester Classes

Just a reminder that schedules for fall semester classes are due in my office in just fourteen days. Please remind your department heads and chairpersons of this due date.

As in the past, please submit course information on standard course forms (CI-1). Be sure that all courses are grouped by campus and instructional area. Keep in mind that this is the last time course scheduling information may be submitted on paper. In the future, all information must be submitted electronically using PROFS.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAC-4

BREAKERS TECHNICAL COLLEGE

Main Campus • North Campus • South Campus

MEMORANDUM

TO: Vice President, Administration

FROM: Administrator, South Campus

SUBJECT: Draft of New Brochure

I have examined the draft brochure and find the text to be satisfactory. Your staff members have done an outstanding job. I hope we can continue to use photographs from high tech programs in the brochure. The emphasis on high tech programs has had a very positive impact on enrollment at the South Campus.

DISTRIBUTION: Vice President, Administration; Administrator, South Campus

ASC-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Vice President, Administration

FROM: President

SUBJECT: Breakers Technical College Foundation

Congratulations! The Breakers Technical College Foundation Board has appointed you Foundation treasurer. I am very supportive of what the BTC Foundation has been doing in the area of student scholarships and loans and equipment and supplies donations and will work to ensure that you have release time to serve as treasurer.

Please contact Carla Dawson, BTC Foundation Chair, to find out what your duties will be and when the next Foundation meeting will be held. Ms. Dawson serves as Midvale Branch Manager of the State National Bank.

DISTRIBUTION: Vice President, Administration; President

PRES-5

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Vice President, Administration

FROM: President

SUBJECT: Draft of Informational Brochure

Please be sure to include the board members' names and my name and title on the new brochure.

DISTRIBUTION: Vice President, Administration; President

PRES-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: New Brochure

Attached is a draft copy of the new BTC brochure to replace the outdated one. It was prepared by our Community Services staff.

Please review the brochure and let me know within the next five days if you identify any errors or oversights. Once the text is accurate, we will add pictures and format the brochure in a professional manner using our desktop publishing software.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-5

BREAKERS TECHNICAL COLLEGE
AT A GLANCE

Founded	1960
Campuses	Main Campus: Midvale North Campus: Leaf Valley South Campus: South Haven
Accreditation	South Central Association of Colleges and Schools
Degrees	Associate degrees and technical certificates
Calendar	Three academic semesters
Enrollment	5,012 full-time students 9,509 part-time students 14,521 total students
Fees	Full-time - $450 per semester, nine or more semester hours Part-time - $50 per semester hour Out-of-state - $810 per semester, nine or more semester hours Part-time - $90 per semester hour
Admission	Breakers Technical College follows an open admission policy.
Financial Aid	Over fifty percent of BTC students receive some form of financial aid.
Placement	For recent BTC graduates, the overall job placement rate was nearly ninety percent. Eighty-two percent of those employed found jobs related to their BTC studies.
Associate Degree Programs	Accounting Agri-Business Management Automotive Service Management Building Construction Technology Business Management Child Care Services Commercial Art Computer Technology Culinary Arts Drafting and Design Technology Electromechanical Technology Electronics Technology Fashion Merchandising Fire Protection Hotel/Restaurant Management Machine Technology Marketing

	Office Systems Management Police Science Practical Nursing Welding Technology
Technical Certificate Programs	Auto Body Repair Automotive Servicing Building Trades Business Skills Correctional Services Electronics Servicing Emergency Medical Farm Operations Food Preparation Industrial Maintenance Medical Transcription Nurse Assistant Printing Welding
For further information	Contact the Admissions office at Breakers Technical College Main, North, or South Campus.

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Administrators and Faculty Members

FROM: Manager, Community Services

SUBJECT: Cooperative Education Grant

I am pleased to announce that Breakers Technical College has again received federal funding in support of cooperative education activities. This is the third year BTC has received this support. During the past two years, we have involved over fifty employers in cooperative education programs for BTC students. We anticipate employer participation to expand during the third year of the grant and to place ten to twenty students per semester in cooperative employment settings.

Please have your students contact Raul Garcia, our cooperative education coordinator, if they are interested in cooperative work experiences as a part of their studies.

DISTRIBUTION: BTC Administrators and Faculty Members

VPAD-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Vice President, Academic Services; Dean, Technical Studies

FROM: President

SUBJECT: Visit With Technical Education Officials from Turkey

Please free up your calendars from 9:00 a.m. until 1:30 p.m. one week from today. At that time we will be visited by two Turkish technical education officials, O. Oliglu, Undersecretary of Technical Education, and N. Fadil, Director of Technical Colleges. They will be accompanied by Eric Rief, Research Rectangle Academy's director of the USAID-funded Turkish technical assistance project. Our visitors will be examining the feasibility of BTC providing technical education studies for 100 to 150 students from Turkey.

I will send you details about Research Rectangle Academy's technical assistance project as soon as Mr. Rief faxes materials to me.

DISTRIBUTION: Vice President, Academic Services; Dean, Technical Studies; Vice President, Administration; President

PRES-3

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Vice President, Administration

FROM: President

SUBJECT: Instrumentation Technology Program

Would you please provide me with details about the proposed instrumentation technology program for the South Campus? Specifically, I need estimates of projected implementation and recurring costs and space needs and information about possibilities of equipment donations.

Please confer with the Dean, Technical Studies, and the Administrator, South Campus, as you prepare the report to be sure their input is included. Since I will be presenting this information to our board tomorrow evening, I need this information by the end of business today.

DISTRIBUTION: President; Vice President, Administration; Dean, Technical Studies; Administrator, South Campus

PRES-2

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Dean, Technical Studies

SUBJECT: Technology Transfer Center Report

As chair of the Technology Transfer Committee, I am pleased to provide for your review a draft report focusing on the establishment of a technology transfer center at Breakers Technical College.

I would like to thank the following committee members for the valuable input and assistance in the preparation of this report: Chair, Electronics Technology Department; Chair, Manufacturing Technology Department; Chair, Drafting and Design Technology; and Administrator, South Campus.

Enclosure

DISTRIBUTION: President; Vice President, Administrative Services; Vice President, Academic Services; Vice President, Human Resource Development; Dean, General Studies; Dean, Technical Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus; Technology Transfer Committee

DTS-1

INTERIM REPORT
TECHNOLOGY TRANSFER CENTER COMMITTEE
(discussion paper - do not distribute without prior approval)

INTRODUCTION

Three months ago, the Technology Transfer Center Committee was organized and received a charge from our college president to examine the feasibility of establishing a technology transfer center at Breakers Technical College. This interim report has been prepared as a discussion document to present our progress to date and to obtain responses from college officials. The report is organized into five sections: (1) the need for a center, (2) the current status of technology transfer activities at Breakers Technical College, (3) the proposed center's mission, (4) the proposed center's organization, and (5) possible next steps.

NEED

Several factors point to the need for technical and community colleges to become involved in technology transfer activities. First, numerous reports have revealed that industries must apply the most current forms of technology to their design, production, and distribution systems if they expect to compete in the world marketplace. Second, these same industries have indicated that it is more effective and convenient to develop technologically by linking with local institutions and agencies that can diagnose their technology problems and provide relevant, applied solutions. Finally, the college is in a unique position to provide technology transfer services. Since technology-related content is taught each day, the college already has a technology base to draw from. Additionally, many members of the instructional staff have recent experience in industry and understand how industries operate and how they may be assisted. These factors clearly support the need for technology transfer and point to reasons that Breakers Technical College should consider expanding its activities in this area.

CURRENT STATUS

The college currently provides limited technology transfer services to county firms. During the previous twelve months, the college completed six technology transfer contracts for local companies. The companies receiving service range from a small, ten-employee square dance amplifier production firm, to a plastic kitchenware production firm that employs 120 persons. All of the firms are located within a four mile radius of the BTC south campus.

The committee recently conducted a survey of 178 county firms (82 percent response rate). The study revealed that firms anticipate that over the next twelve months they will need assistance with at least sixty-five different technology-related problems. Collectively, the firms believe seventy-one percent of the problems will be production-related with the remainder approximately equally distributed among the design (15 percent) and distribution (14 percent) areas. A majority of the firms (59 percent) with anticipated technology problems are located within the region of the county served by the south campus, thirty percent within the main campus service region, and eleven percent within the north campus service region.

MISSION

Based on the aforementioned technology transfer need and the college's capability, it is proposed that the college establish a technology transfer center. The center should have as its mission

1. Providing county firms with the most effective solutions to their technological problems.
2. Offering high quality technology transfer services at a reasonable cost.
3. Making available to firms well-qualified technology transfer teams that will effect improvement in a cost effective manner.
4. Providing quality customized training in support of technology transfer activities.

ORGANIZATION

It is proposed that the center be initially staffed by one full-time director, one part-time secretary, and various part-time (via contract) technology transfer team members drawn from the college faculty. Based on results of our survey, we recommend that the center place its initial emphasis on technology transfer in the production area. As center activity begins to grow, emphasis can be expanded into the design and distribution areas.

It is further proposed that the center be located at the college's south campus. This recommendation is based on the large number of projected technology transfer needs within the south campus service region and the location of the south campus in the vicinity of numerous high technology firms. Additionally, the south campus administrator indicates that space can be made available on that campus to house the center director and the secretary. As the center expands to meet anticipated future needs, consideration should be given to constructing a new center building in the industrial park adjacent to the south campus.

NEXT STEPS

Based on the assumption that this report and its recommendations are approved, the committee suggests that the following actions be taken:

1. Establish a technology transfer center steering/advisory committee.
2. Hire a center director and secretary.
3. Identify technology transfer teams from among the college faculty.
4. Train members in ways to efficiently and effectively conduct their activities.
5. Develop and distribute center promotional brochures.
6. Present promotional events related to the center to various industries and civic groups in the area.

There are probably other items to be dealt with as the center develops; however, these are among the most important. The committee members appreciate the opportunity to be involved in this important endeavor and look forward to receiving comments about the report content.

Respectfully submitted,

The Technology Transfer Center Committee

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Vice President, Administration

FROM: Administrator, North Campus

SUBJECT: Reactions to Brochure

I have read the draft BTC brochure and find the text to be accurate. However, I recall that the last brochure of this type had pictures from high tech areas such as robotics and CAD/CAM. Since agriculture program enrollment at the BTC North Campus has been declining over the past several years, I urge you to include in the brochure several pictures of the agri-business management and farm operations areas. When your staff is ready to take pictures, give me a call and I will personally see that classrooms and students are available.

DISTRIBUTION: Vice President, Administration; Administrator, North Campus

ANC-6

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: State Grant Opportunity

I have just received word that the request for proposals (RFP) for support of gender equity pilot programs will be released in the next week or two. The State Department of Education is funding ten institutions across the state to serve as sites for implementing progressive gender equity practices. Each grant will be funded at the rate of $85,000 the first year and $55,000 the second year. Each site is required to provide a half-time gender equity coordinator as project manager. Sites will be obligated to implement a range of progressive gender equity practices across the institution, including the areas of curriculum, institution, and personnel.

Perhaps we can discuss this potential opportunity at the next management team meeting.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-2

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: Public Relations

As you recall, at our last management team meeting I was charged with preparing a new set of guidelines for public relations activities at BTC. These guidelines could include information about speaking on and promoting the college; preparing news releases; developing descriptive course, program, and workshop brochures; and sponsoring various events (e.g., noncredit summer courses for youngsters, Black History month).

If you have any specific areas or items that you feel should be covered in the guidelines, please forward them to me within the next seven days.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-3

STUART OWENS & ASSOCIATES, P.A., ARCHITECTS
205 EAST 7TH STREET
MIDVALE

Vice President, Administration
Breakers Technical College
Main Campus
Midvale

Dear Vice President:

I was pleased to talk with you the other day regarding work needed to remove barriers to the handicapped that exist in the Main Campus Administration Building. As I mentioned, recent changes in federal regulations mandate that educational buildings be accessible for handicapped persons.

Upon approval from your board, I will be pleased to work with you in developing detailed access improvement plans and preparing bid documents for construction.

I look forward to hearing from you.

Sincerely,

S. Owens

Stuart Owens, PA

EXT-11

104 Apartment Heights
Midvale

President
Breakers Technical College
Midvale

Dear President:

I am writing this letter in hopes that you can deal with a small but significant problem on the BTC campus. I have for two semesters been unable to register myself for classes and work with my financial aid officer because the Main Campus Administration Building does not allow access for persons in wheelchairs. Since my handicap does not allow me to walk, I am restricted to using a wheelchair.

I have talked to my advisor and my department head about the problem, and they could provide no advice. So I feel it is time to take action myself. What assistance can you give me?

Sincerely,

A. Arnold
Ashley Arnold

TO: Vice President, Administration

FROM: President

Please take care of this situation and prepare a letter for my signature.

EXT-10

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: President; Vice President, Academic Services; Vice President, Human Resource Development

FROM: Vice President, Administration

SUBJECT: Impending Budget Cut

I just heard from my friend who works with the State Board of Technical Colleges that they are about to announce a seven percent across the board cut for each technical college in the state system. This will be a permanent cut effective July 1 with the start of next fiscal year.

We need to meet prior to the weekly management team meeting and discuss possible strategies for dealing with this budget cut.

DISTRIBUTION: President

VPAD-7

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: BTC Administrators

FROM: Vice President, Administration

SUBJECT: Title Confusion

Although it has been over two months since my title was changed from Vice President, Administrative Services to Vice President, Administration, I am still receiving correspondence addressed to Vice President, Administrative Services. Please remind your staff that my correct title is Vice President, Administration.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-6

SECTION 6

VICE PRESIDENT, HUMAN RESOURCE DEVELOPMENT

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: President

SUBJECT: Our Next Management Team Meeting

This is to remind you that our next management team meeting will be held in my office at 11:00 a.m. this morning.

Please be prepared to give a brief report about new activities in your area of oversight. Also, I would like to have a discussion about the proposed technology transfer center.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resource Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

PRES-1

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Human Resource Development

SUBJECT: Position Descriptions

Enclosed are copies of the management team position descriptions that were approved at the last BTC board meeting. Please retain these descriptions for future reference.

Enclosures (10)

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resource Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPHR-2

Position Description

PRESIDENT, BREAKERS TECHNICAL COLLEGE

The president's responsibilities include:

1. Operating the college in accordance with regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.
2. Providing leadership for and administration of the entire technical college operation including:
    - Fiscal planning, facilities, and community services
    - Instructional programs and courses in technical, general, business, and service studies
    - Personnel, student, and safety and health services
    - Outreach programs and services including service to local residents, businesses, and industries
    - Staff, faculty, and administrator recruitment, selection, and development
3. Serving as a representive of the college at county, state, and national activities; meetings; and events.
4. Establishing and maintaining relations with local and state organizations, companies, and agencies.
5. Implementing new programs, courses, and services in response to the evolving economic needs of the county.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

VICE PRESIDENT, ACADEMIC SERVICES

The vice president for academic services has the following responsibilities:

1. Overseeing the academic aspects of the college in accordance with state and local regulations, policies, and procedures.
2. Providing oversight for the college's academic programs, courses, and services including
    - Technical Studies
    - General Studies
    - Business Studies
    - Service Studies
3. Providing leadership and administrative oversight for programs, courses, and services offered at the college's north and south campuses.
4. Serving as the college's chief academic officer.
5. Ensuring that programs, courses, and services are offered that are responsive to community economic needs.

Position Description

VICE PRESIDENT, ADMINISTRATION

The responsibilities of the vice president for administration include the following:

1. Overseeing the administration aspects of the college in accordance with state and local regulations, policies, and procedures.

2. Providing leadership and oversight for the college's general administration including

   - Fiscal Services: programming, budgeting, and monitoring
   - Planning Services: short and long range strategic, facilities, and program planning
   - Facilities Services: maintenance, food services, monitoring of services contracts, and facilities services personnel
   - Community Services: economic development, public information, business and industry services

3. Serving as the college fiscal officer.

4. Ensuring that all college fiscal matters are conducted in accordance with state and local policies and guidelines.

5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

VICE PRESIDENT, HUMAN RESOURCE DEVELOPMENT

The vice president for human resource development is responsible for

1. Overseeing the human resource development aspects of the college in accordance with state and local regulations, policies, and procedures.

2. Providing oversight for human resource development activities including

   - Personnel: benefits, compensation, recruitment, employment, contracts and contract negotiation, personnel development

   - Student Services: admissions, registration, placement, career development, student activities, international students, financial aid

   - Safety and Health: student health center, fitness center, safety and health regulation compliance

3. Serving as the college's health and safety officer.

4. Ensuring that all student, faculty, and support staff human resource development needs are met in an efficient and courteous manner.

Position Description

DEAN, BUSINESS STUDIES

The dean of business studies has the following responsibilities:

1. Providing leadership for and administering the business studies component of the college.
2. Overseeing operation of the college's business studies departments including
    - Marketing
    - Office Occupations
    - Business
    - Data Processing
3. Providing oversight for the college microcomputer laboratory and economic development office.
4. Serving as the business studies liaison for the college's north and south campuses.
5. Ensuring that business studies programs, courses, and services are responsive to community economic needs.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

DEAN, GENERAL STUDIES

Responsibilities of the dean of general studies include the following:

19. Providing leadership for and administering the general studies component of the college.

2. Overseeing the college's general studies departments including

    - Mathematics and Science
    - Communication and Social Studies
    - Developmental Studies
    - Learning Support Services

3. Serving as general studies liaison for the college's north and south campuses.

4. Ensuring that general studies courses and services support the technical, business, and services studies degrees and certificates.

5. Ensuring that all students' needs are met in an efficient and courteous manner.

6. Ensuring that learning and developmental studies support is provided to meet the academic mission of the college.

Position Description

DEAN, SERVICE STUDIES

The dean of service studies has the following responsibilities:

1. Providing leadership for and administering the service studies component of the college.
2. Overseeing operation of the college's service studies departments including
   - Health Studies
   - Police and Fire Science Studies
   - Food Science
   - Family Services
3. Serving as the service studies liaison for the college's north and south campuses.
4. Ensuring that service studies programs, courses, and services are responsive to community economic needs.
5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

DEAN, TECHNICAL STUDIES

Responsibilities of the dean of technical studies include

1. Providing leadership for and administering the technical studies component of the college.
2. Overseeing the college's technical studies departments including
   - Agriculture
   - Manufacturing
   - Transportation
   - Art and Graphics
   - Technology
3. Serving as technical studies liaison for the college's north and south campuses.
4. Ensuring that technical studies programs, courses, and services are responsive to community economic needs.
5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

ADMINISTRATOR, NORTH CAMPUS

The administrator of the college's north campus has the following responsibilities:

1. Operating the north campus in accordance with the regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.
2. Providing leadership for and administration of the north campus, including
   - Support Services
   - Counseling Services
   - Business Studies
   - Service Studies
   - General Studies
   - Technical Studies
3. Serving as a college representative at activities, meetings, and events held in the region served by the north campus.
4. Establishing and maintaining relations with organizations, companies, educational institutions, and agencies in the county region served by the north campus.
5. Implementing new initiatives in response to the evolving economic needs of the county region served by the north campus.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

ADMINISTRATOR, SOUTH CAMPUS

The administrator of the college's south campus has the following responsibilities:

1. Operating the south campus in accordance with regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.

2. Providing leadership for and administration of the south campus, including

   - Business Studies
   - Service Studies
   - General Studies
   - Technical Studies
   - Customized Training
   - Support Services

3. Serving as a college representative at activities, meetings, and events held in the region of the county served by the south campus.

4. Establishing and maintaining relations with organizations, companies, educational institutions, and agencies in the county region served by the north campus.

5. Implementing new initiatives in response to the evolving economic needs of the county region served by the north campus.

6. Ensuring that all clients' needs are met in an efficient and courteous manner.

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Human Resource Development

SUBJECT: Organization Charts

Enclosed are copies of the college organization charts that we approved at our meeting last week. Please review them for accuracy and get back to me within the next seven days if you find any errors.

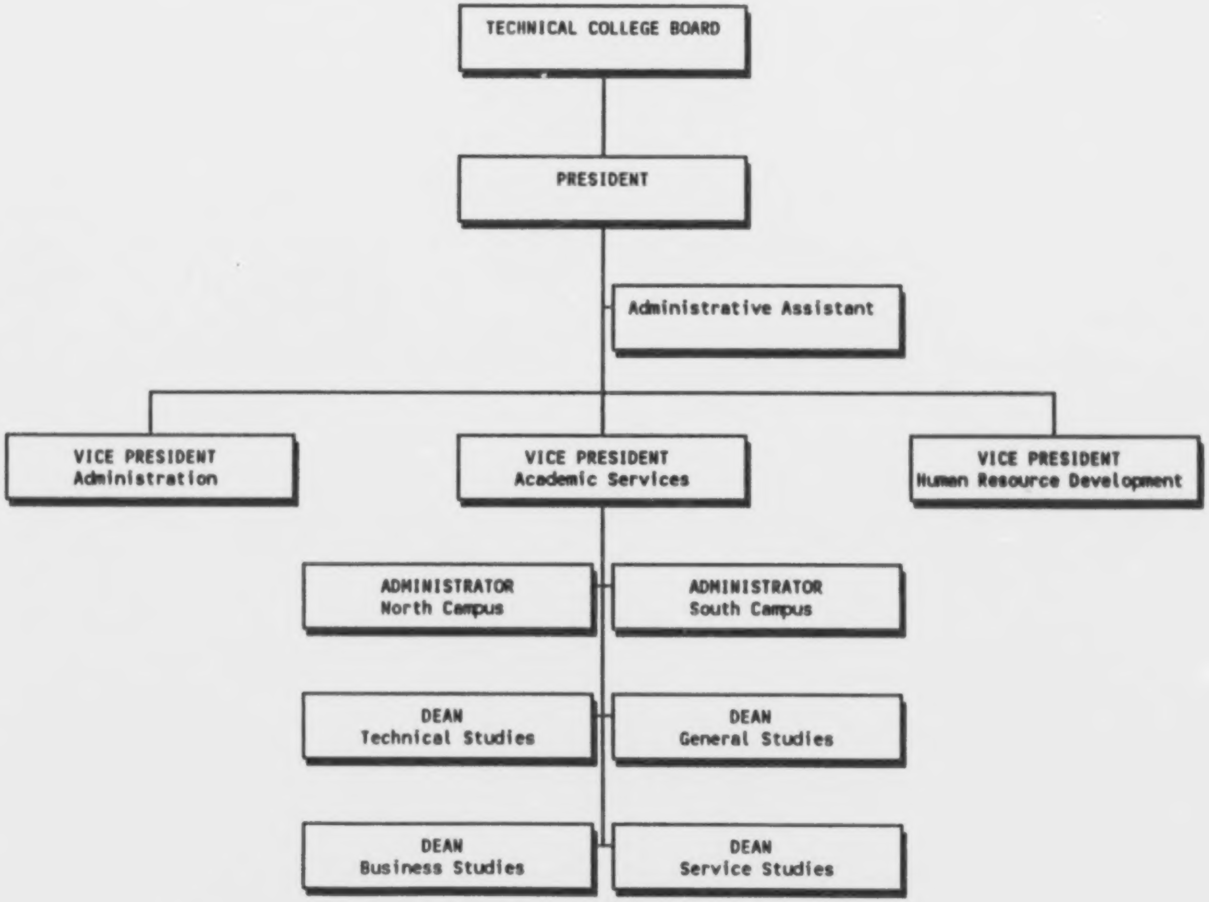
The charts will be included with other descriptive materials in the South Central Accreditation Self Study document.

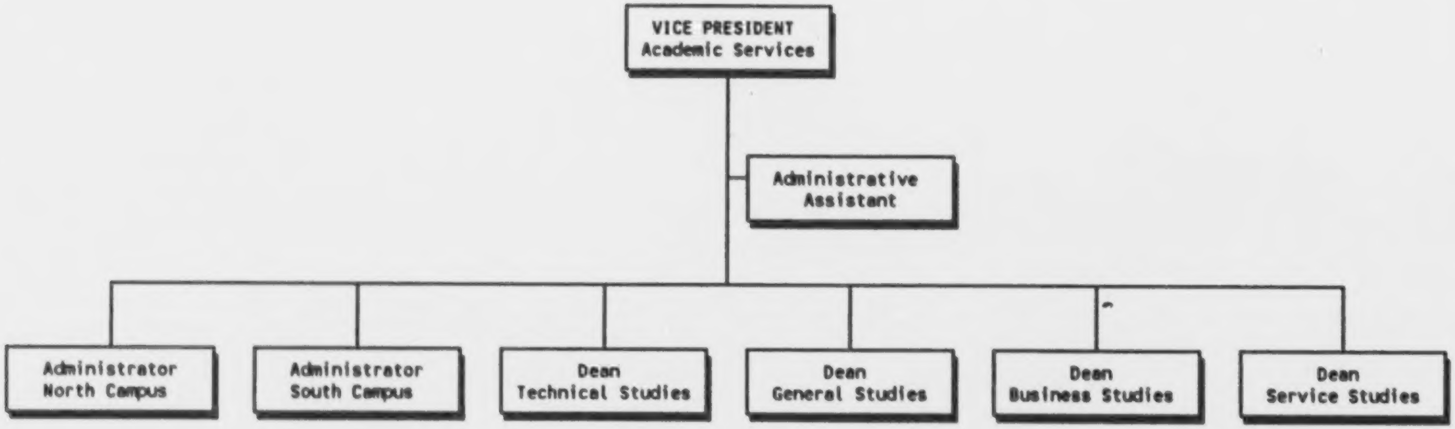
Enclosures

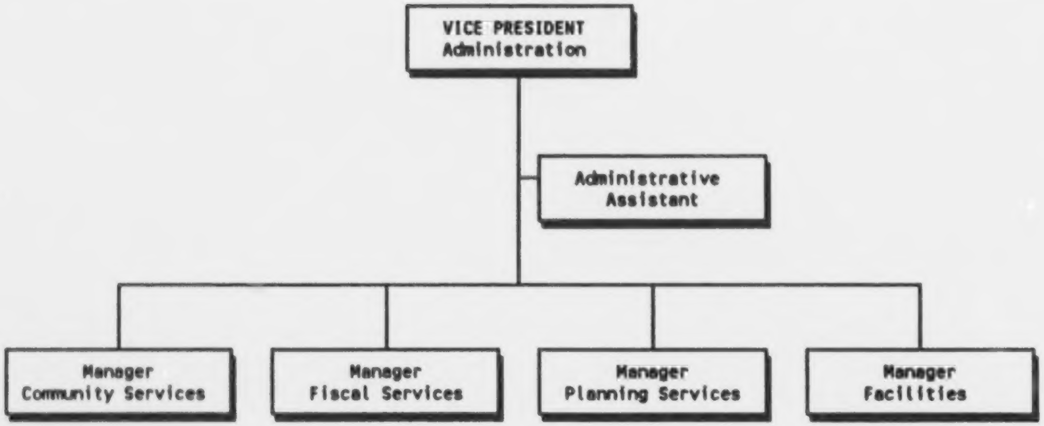
DISTRIBUTION: President; Vice President, Administrative Services; Vice President, Academic Services; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus; Vice President, Human Resource Development

VPHR-1

BREAKERS TECHNICAL COLLEGE


TECHNICAL COLLEGE BOARD
PRESIDENT
Administrative Assistant
VICE PRESIDENT Administration
VICE PRESIDENT Academic Services
VICE PRESIDENT Human Resource Development
ADMINISTRATOR North Campus
ADMINISTRATOR South Campus
DEAN Technical Studies
DEAN General Studies
DEAN Business Studies
DEAN Service Studies


VICE PRESIDENT
Academic Services
Administrative
Assistant
Administrator
North Campus
Administrator
South Campus
Dean
Technical Studies
Dean
General Studies
Dean
Business Studies
Dean
Service Studies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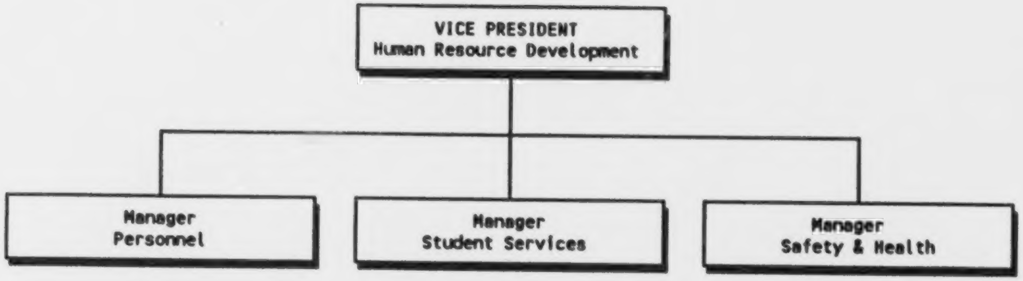
Administration
Administrative
Assistant
Manager
Community Services
Manager
Fiscal Services
Manager
Planning Services
Manager
Facilities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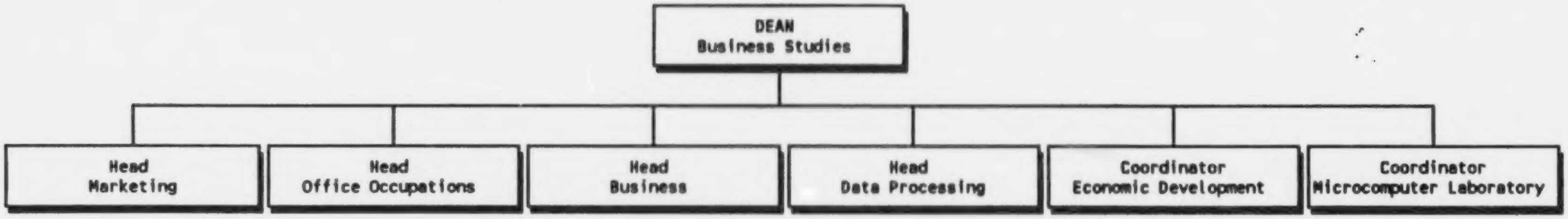
Human Resource Development
Manager
Personnel
Manager
Student Services
Manager
Safety & Health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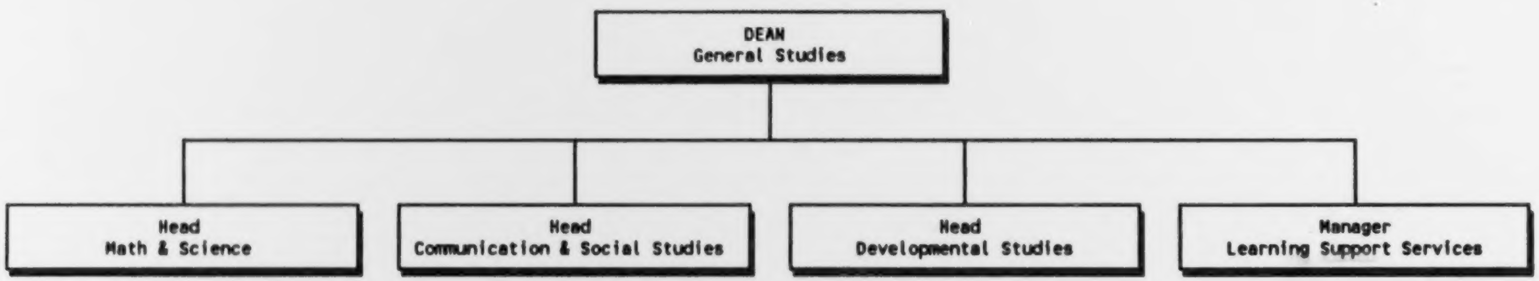
Business Studies
Head
Marketing
Head
Office Occupations
Head
Business
Head
Data Processing
Coordinator
Economic Development
Coordinator
Microcomputer Laboratory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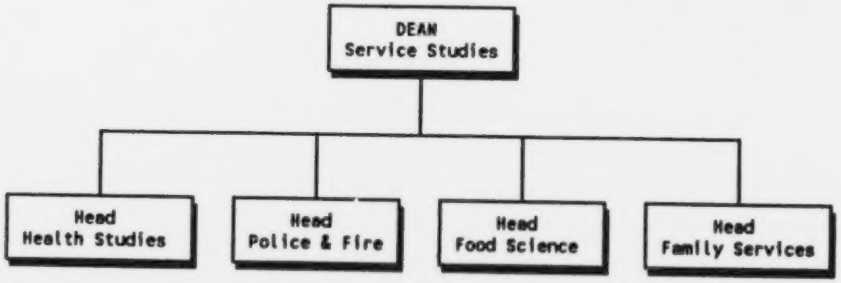
General Studies
Head
Math & Science
Head
Communication & Social Studies
Head
Developmental Studies
Manager
Learning Support Services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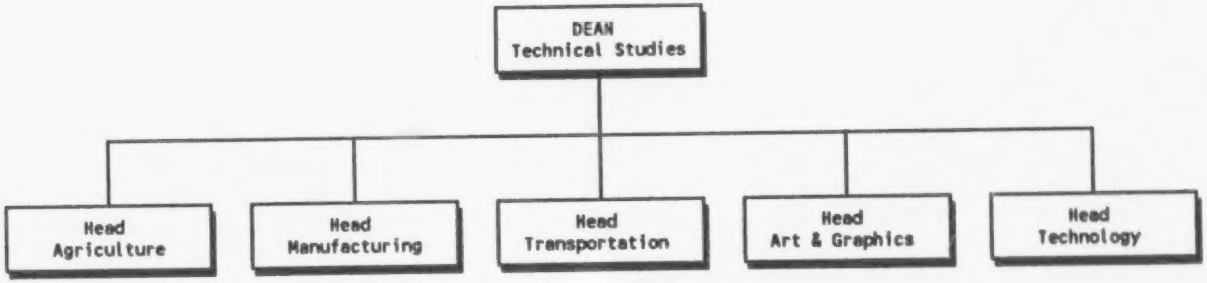
Service Studies
Head
Health Studies
Head
Police & Fire
Head
Food Science
Head
Family Services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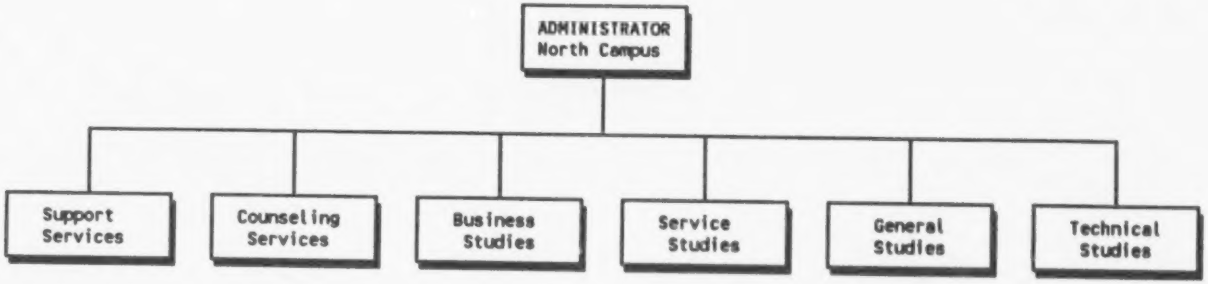
Agriculture
Head
Manufacturing
Head
Transportation
Head
Art & Graphics
Head
Technology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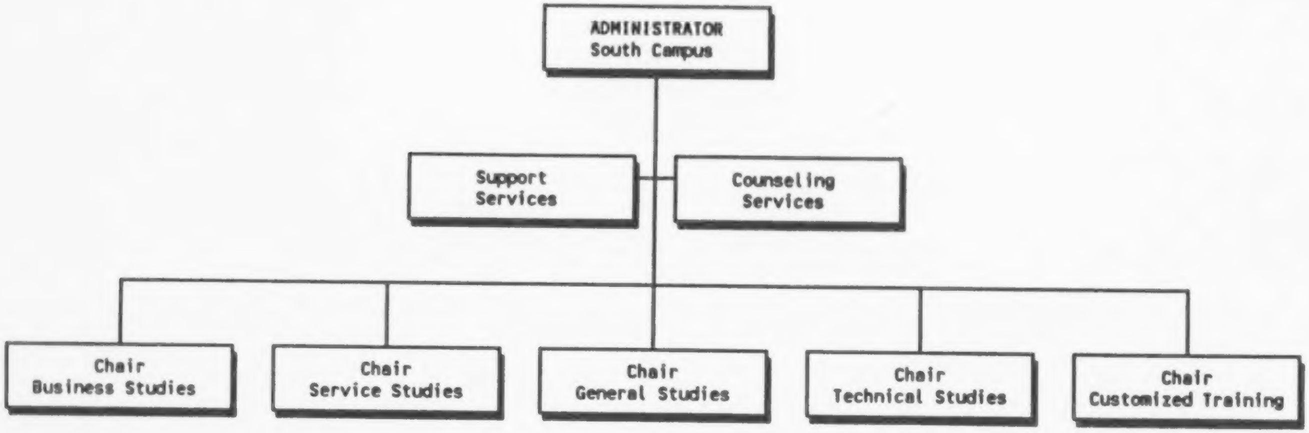
Counseling Services
Business Studies
Service Studies
General Studies
Technical Studies


ADMINISTRATOR
South Campus
Support Services
Counseling Services
Chair Business Studies
Chair Service Studies
Chair General Studies
Chair Technical Studies
Chair Customized Training

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Vice President, Human Resource Development

FROM: Manager, Safety and Health

SUBJECT: OSHA Inspection

During the recent health inspection of our college laboratories conducted by OSHA officials, I was informed that our exhaust systems in the welding, automotive technology, and automotive body repair areas did not meet federal health standards and must be modified or replaced.

Since I will be out of town for the next few days, can you follow up on this?

DISTRIBUTION: Vice President, Human Resource Development

VPHR-3

CROWN INDUSTRIES

Manufacturing Division
South Haven Plant
South Haven

Vice President, Human Resource Development
Breakers Technical College
Main Campus
Midvale

Dear Sir:

Our South Haven Plant is currently in the process of shifting from more traditional design and manufacturing operations to those that utilize computers. As we make this shift to Computer-Aided Design (CAD) and Computer-Aided Manufacturing (CAM) we will need technical courses for our employees that qualify them to operate CAD and CAM systems.

Would Breakers Technical College be interested in offering a series of CAD and CAM courses at our South Haven plant for approximately sixty employees? Additionally, who would teach the courses and how much would this cost? Please let me know what options Crown Industries has for this important training program.

Sincerely,

Brenda Gonzales

Brenda Gonzales, Director
Training and Development

EXT-6

BREAKERS TECHNICAL COLLEGE

Main Campus • North Campus • South Campus

MEMORANDUM

TO: Administrator, North Campus

FROM: Vice President, Academic Services

SUBJECT: Projected Enrollments, North Campus

According to our latest analysis, current and projected enrollments for the BTC North Campus are as follows:

Area	Student FTE Current Year	Projected Student FTE Next Year	% increase or decrease
Marketing	328	340	+ 4
Business	563	585	+ 4
Technical	510	545	+ 7
Service	462	263	- 43
Overall	1863	1733	- 7

The overall decline in enrollment is projected at seven percent. This decline is primarily in agriculture-related service programs. Since this projected enrollment decline could result in faculty reduction, we need to meet and discuss possible personnel implications.

DISTRIBUTION: Administrator, North Campus; Vice President, Human Resource Development; Vice President, Academic Services

VPAC-1

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Administrator, South Campus

FROM: Vice President, Academic Services

SUBJECT: Projected Enrollments, South Campus

According to our latest analysis, current and projected enrollments for the BTC South Campus are as follows:

Area	Student FTE Current Year	Projected Student FTE Next Year	% increase or decrease
Marketing	827	835	+ 1
Business	732	740	+ 1
Technical	940	1050	+ 12
Service	628	620	- 1
Overall	3127	3245	+ 4

The projected enrollment increase is primarily in the high technology programs (design technology, machine technology). Since we may need to hire additional faculty to teach in these programs, we need to meet at your earliest convenience to discuss staffing implications.

DISTRIBUTION: Administrator, South Campus; Vice President, Human Resource Development; Vice President, Academic Services

VPAC-2

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Dean, General Studies

FROM: Head, Development Studies

SUBJECT: Personal Concerns

As you may remember, at 6:00 p.m. last Wednesday evening, I called you at home because I needed to get a VCR from support services. I was scheduled to give a presentation about BTC's developmental studies program at the local service club that evening and went to the office to pick up the equipment. When I arrived on campus, I learned that support services had left the VCR in my office but had forgotten to leave the hook-up cables. So I called Jake Long, the learning support assistant, and he said that he did not have a key to the learning support office. Since Maria Munoz, the learning support director, was out of town, I called you.

My purpose in writing this memo is to express my concern about the way you treated me when you arrived at the office that evening. The way you chewed me out for not planning ahead was inexcusable. If you had listened to me you would have understood that (1) learning support services was at fault and (2) I would not have needed to call you if you would allow persons at the assistant level to be issued keys. Consider this memo as a record of my concern about the unprofessional way that I was treated by you.

DISTRIBUTION: Dean, General Studies; Vice President, Human Resource Development

DGS-2

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Academic Services

SUBJECT: Schedules for Fall Semester Classes

Just a reminder that schedules for fall semester classes are due in my office in just fourteen days. Please remind your department heads and chairpersons of this due date.

As in the past, please submit course information on standard course forms (CI-1). Be sure that all courses are grouped by campus and instructional area. Keep in mind that this is the last time course scheduling information may be submitted on paper. In the future, all information must be submitted electronically using PROFS.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAC-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: New Brochure

Attached is a draft copy of the new BTC brochure to replace the outdated one. It was prepared by our Community Services staff.

Please review the brochure and let me know within the next five days if you identify any errors or oversights. Once the text is accurate, we will add pictures and format the brochure in a professional manner using our desktop publishing software.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-5

BREAKERS TECHNICAL COLLEGE AT A GLANCE

Founded	1960
Campuses	Main Campus: Midvale North Campus: Leaf Valley South Campus: South Haven
Accreditation	South Central Association of Colleges and Schools
Degrees	Associate degrees and technical certificates
Calendar	Three academic semesters
Enrollment	5,012 full-time students 9,509 part-time students 14,521 total students
Fees	Full-time - $450 per semester, nine or more semester hours Part-time - $50 per semester hour Out-of-state - $810 per semester, nine or more semester hours Part-time - $90 per semester hour
Admission	Breakers Technical College follows an open admission policy.
Financial Aid	Over fifty percent of BTC students receive some form of financial aid.
Placement	For recent BTC graduates, the overall job placement rate was nearly ninety percent. Eighty-two percent of those employed found jobs related to their BTC studies.
Associate Degree Programs	Accounting Agri-Business Management Automotive Service Management Building Construction Technology Business Management Child Care Services Commercial Art Computer Technology Culinary Arts Drafting and Design Technology Electromechanical Technology Electronics Technology Fashion Merchandising Fire Protection Hotel/Restaurant Management Machine Technology Marketing

	Office Systems Management Police Science Practical Nursing Welding Technology
Technical Certificate Programs	Auto Body Repair Automotive Servicing Building Trades Business Skills Correctional Services Electronics Servicing Emergency Medical Farm Operations Food Preparation Industrial Maintenance Medical Transcription Nurse Assistant Printing Welding
For further information	Contact the Admissions office at Breakers Technical College Main, North, or South Campus.

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Administrators and Faculty Members

FROM: Manager, Community Services

SUBJECT: Cooperative Education Grant

I am pleased to announce that Breakers Technical College has again received federal funding in support of cooperative education activities. This is the third year BTC has received this support. During the past two years, we have involved over fifty employers in cooperative education programs for BTC students. We anticipate employer participation to expand during the third year of the grant and to place ten to twenty students per semester in cooperative employment settings.

Please have your students contact Raul Garcia, our cooperative education coordinator, if they are interested in cooperative work experiences as a part of their studies.

DISTRIBUTION: BTC Administrators and Faculty Members

VPAD-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Dean, Technical Studies

SUBJECT: Technology Transfer Center Report

As chair of the Technology Transfer Committee, I am pleased to provide for your review a draft report focusing on the establishment of a technology transfer center at Breakers Technical College.

I would like to thank the following committee members for the valuable input and assistance in the preparation of this report: Chair, Electronics Technology Department; Chair, Manufacturing Technology Department; Chair, Drafting and Design Technology; and Administrator, South Campus.

Enclosure

DISTRIBUTION: President; Vice President, Administrative Services; Vice President, Academic Services; Vice President, Human Resource Development; Dean, General Studies; Dean, Technical Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus; Technology Transfer Committee

DTS-1

INTERIM REPORT
TECHNOLOGY TRANSFER CENTER COMMITTEE
(discussion paper - do not distribute without prior approval)

INTRODUCTION

Three months ago, the Technology Transfer Center Committee was organized and received a charge from our college president to examine the feasibility of establishing a technology transfer center at Breakers Technical College. This interim report has been prepared as a discussion document to present our progress to date and to obtain responses from college officials. The report is organized into five sections: (1) the need for a center, (2) the current status of technology transfer activities at Breakers Technical College, (3) the proposed center's mission, (4) the proposed center's organization, and (5) possible next steps.

NEED

Several factors point to the need for technical and community colleges to become involved in technology transfer activities. First, numerous reports have revealed that industries must apply the most current forms of technology to their design, production, and distribution systems if they expect to compete in the world marketplace. Second, these same industries have indicated that it is more effective and convenient to develop technologically by linking with local institutions and agencies that can diagnose their technology problems and provide relevant, applied solutions. Finally, the college is in a unique position to provide technology transfer services. Since technology-related content is taught each day, the college already has a technology base to draw from. Additionally, many members of the instructional staff have recent experience in industry and understand how industries operate and how they may be assisted. These factors clearly support the need for technology transfer and point to reasons that Breakers Technical College should consider expanding its activities in this area.

CURRENT STATUS

The college currently provides limited technology transfer services to county firms. During the previous twelve months, the college completed six technology transfer contracts for local companies. The companies receiving service range from a small, ten-employee square dance amplifier production firm, to a plastic kitchenware production firm that employs 120 persons. All of the firms are located within a four mile radius of the BTC south campus.

The committee recently conducted a survey of 178 county firms (82 percent response rate). The study revealed that firms anticipate that over the next twelve months they will need assistance with at least sixty-five different technology-related problems. Collectively, the firms believe seventy-one percent of the problems will be production-related with the remainder approximately equally distributed among the design (15 percent) and distribution (14 percent) areas. A majority of the firms (59 percent) with anticipated technology problems are located within the region of the county served by the south campus, thirty percent within the main campus service region, and eleven percent within the north campus service region.

MISSION

Based on the aforementioned technology transfer need and the college's capability, it is proposed that the college establish a technology transfer center. The center should have as its mission

1. Providing county firms with the most effective solutions to their technological problems.
2. Offering high quality technology transfer services at a reasonable cost.
3. Making available to firms well-qualified technology transfer teams that will effect improvement in a cost effective manner.
4. Providing quality customized training in support of technology transfer activities.

ORGANIZATION

It is proposed that the center be initially staffed by one full-time director, one part-time secretary, and various part-time (via contract) technology transfer team members drawn from the college faculty. Based on results of our survey, we recommend that the center place its initial emphasis on technology transfer in the production area. As center activity begins to grow, emphasis can be expanded into the design and distribution areas.

It is further proposed that the center be located at the college's south campus. This recommendation is based on the large number of projected technology transfer needs within the south campus service region and the location of the south campus in the vicinity of numerous high technology firms. Additionally, the south campus administrator indicates that space can be made available on that campus to house the center director and the secretary. As the center expands to meet anticipated future needs, consideration should be given to constructing a new center building in the industrial park adjacent to the south campus.

NEXT STEPS

Based on the assumption that this report and its recommendations are approved, the committee suggests that the following actions be taken:

1. Establish a technology transfer center steering/advisory committee.
2. Hire a center director and secretary.
3. Identify technology transfer teams from among the college faculty.
4. Train members in ways to efficiently and effectively conduct their activities.
5. Develop and distribute center promotional brochures.
6. Present promotional events related to the center to various industries and civic groups in the area.

There are probably other items to be dealt with as the center develops; however, these are among the most important. The committee members appreciate the opportunity to be involved in this important endeavor and look forward to receiving comments about the report content.

Respectfully submitted,

The Technology Transfer Center Committee

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: State Grant Opportunity

I have just received word that the request for proposals (RFP) for support of gender equity pilot programs will be released in the next week or two. The State Department of Education is funding ten institutions across the state to serve as sites for implementing progressive gender equity practices. Each grant will be funded at the rate of $85,000 the first year and $55,000 the second year. Each site is required to provide a half-time gender equity coordinator as project manager. Sites will be obligated to implement a range of progressive gender equity practices across the institution, including the areas of curriculum, institution, and personnel.

Perhaps we can discuss this potential opportunity at the next management team meeting.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-2

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Vice President, Human Resource Development

FROM: Gail Gordon, President, Faculty Union, North Campus

SUBJECT: Possible Reductions in Enrollments at North Campus

I just heard from a colleague that there may be a problem next school year with North Campus enrollments. In fact, I was told that a memo was released detailing program areas where enrollment decreases may occur and commenting on a possible need to reduce our instructional staff.

As you may recall, our latest union agreement included a clause stating that all information about possible reductions in force would be immediately shared with the Faculty Union officials. I am quite concerned about this possible contract violation and am anxious to receive your explanation of what occurred and how it may affect our instructional staff.

DISTRIBUTION: Vice President, Human Resource Development; Administrator, North Campus

ANC-2

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: Public Relations

As you recall, at our last management team meeting I was charged with preparing a new set of guidelines for public relations activities at BTC. These guidelines could include information about speaking on and promoting the college; preparing news releases; developing descriptive course, program, and workshop brochures; and sponsoring various events (e.g., noncredit summer courses for youngsters, Black History month).

If you have any specific areas or items that you feel should be covered in the guidelines, please forward them to me within the next seven days.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: President; Vice President, Academic Services; Vice President, Human Resource Development

FROM: Vice President, Administration

SUBJECT: Impending Budget Cut

I just heard from my friend who works with the State Board of Technical Colleges that they are about to announce a seven percent across the board cut for each technical college in the state system. This will be a permanent cut effective July 1 with the start of next fiscal year.

We need to meet prior to the weekly management team meeting and discuss possible strategies for dealing with this budget cut.

DISTRIBUTION: President

VPAD-7

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: BTC Administrators

FROM: Vice President, Administration

SUBJECT: Title Confusion

Although it has been over two months since my title was changed from Vice President, Administrative Services to Vice President, Administration, I am still receiving correspondence addressed to Vice President, Administrative Services. Please remind your staff that my correct title is Vice President, Administration.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-6

SECTION 7

DEAN, BUSINESS STUDIES

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: President

SUBJECT: Our Next Management Team Meeting

This is to remind you that our next management team meeting will be held in my office at 11:00 a.m. this morning.

Please be prepared to give a brief report about new activities in your area of oversight. Also, I would like to have a discussion about the proposed technology transfer center.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resource Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

PRES-1

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Human Resource Development

SUBJECT: Position Descriptions

Enclosed are copies of the management team position descriptions that were approved at the last BTC board meeting. Please retain these descriptions for future reference.

Enclosures (10)

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resource Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

Position Description

PRESIDENT, BREAKERS TECHNICAL COLLEGE

The president's responsibilities include:

1. Operating the college in accordance with regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.
2. Providing leadership for and administration of the entire technical college operation including:
    - Fiscal planning, facilities, and community services
    - Instructional programs and courses in technical, general, business, and service studies
    - Personnel, student, and safety and health services
    - Outreach programs and services including service to local residents, businesses, and industries
    - Staff, faculty, and administrator recruitment, selection, and development
3. Serving as a representive of the college at county, state, and national activities; meetings; and events.
4. Establishing and maintaining relations with local and state organizations, companies, and agencies.
5. Implementing new programs, courses, and services in response to the evolving economic needs of the county.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

VICE PRESIDENT, ACADEMIC SERVICES

The vice president for academic services has the following responsibilities:

1. Overseeing the academic aspects of the college in accordance with state and local regulations, policies, and procedures.
2. Providing oversight for the college's academic programs, courses, and services including
    - Technical Studies
    - General Studies
    - Business Studies
    - Service Studies
3. Providing leadership and administrative oversight for programs, courses, and services offered at the college's north and south campuses.
4. Serving as the college's chief academic officer.
5. Ensuring that programs, courses, and services are offered that are responsive to community economic needs.

Position Description

VICE PRESIDENT, ADMINISTRATION

The responsibilities of the vice president for administration include the following:

1. Overseeing the administration aspects of the college in accordance with state and local regulations, policies, and procedures.

2. Providing leadership and oversight for the college's general administration including

   - Fiscal Services: programming, budgeting, and monitoring

   - Planning Services: short and long range strategic, facilities, and program planning

   - Facilities Services: maintenance, food services, monitoring of services contracts, and facilities services personnel

   - Community Services: economic development, public information, business and industry services

3. Serving as the college fiscal officer.

4. Ensuring that all college fiscal matters are conducted in accordance with state and local policies and guidelines.

5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

VICE PRESIDENT, HUMAN RESOURCE DEVELOPMENT

The vice president for human resource development is responsible for

1. Overseeing the human resource development aspects of the college in accordance with state and local regulations, policies, and procedures.
2. Providing oversight for human resource development activities including
    - Personnel: benefits, compensation, recruitment, employment, contracts and contract negotiation, personnel development
    - Student Services: admissions, registration, placement, career development, student activities, international students, financial aid
    - Safety and Health: student health center, fitness center, safety and health regulation compliance
3. Serving as the college's health and safety officer.
4. Ensuring that all student, faculty, and support staff human resource development needs are met in an efficient and courteous manner.

Position Description

DEAN, BUSINESS STUDIES

The dean of business studies has the following responsibilities:

1. Providing leadership for and administering the business studies component of the college.
2. Overseeing operation of the college's business studies departments including
    - Marketing
    - Office Occupations
    - Business
    - Data Processing
3. Providing oversight for the college microcomputer laboratory and economic development office.
4. Serving as the business studies liaison for the college's north and south campuses.
5. Ensuring that business studies programs, courses, and services are responsive to community economic needs.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

DEAN, GENERAL STUDIES

Responsibilities of the dean of general studies include the following:

1. Providing leadership for and administering the general studies component of the college.
2. Overseeing the college's general studies departments including
    - Mathematics and Science
    - Communication and Social Studies
    - Developmental Studies
    - Learning Support Services
3. Serving as general studies liaison for the college's north and south campuses.
4. Ensuring that general studies courses and services support the technical, business, and services studies degrees and certificates.
5. Ensuring that all students' needs are met in an efficient and courteous manner.
6. Ensuring that learning and developmental studies support is provided to meet the academic mission of the college.

Position Description

DEAN, SERVICE STUDIES

The dean of service studies has the following responsibilities:

1. Providing leadership for and administering the service studies component of the college.
2. Overseeing operation of the college's service studies departments including
    - Health Studies
    - Police and Fire Science Studies
    - Food Science
    - Family Services
3. Serving as the service studies liaison for the college's north and south campuses.
4. Ensuring that service studies programs, courses, and services are responsive to community economic needs.
5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

DEAN, TECHNICAL STUDIES

Responsibilities of the dean of technical studies include

1. Providing leadership for and administering the technical studies component of the college.
2. Overseeing the college's technical studies departments including
    - Agriculture
    - Manufacturing
    - Transportation
    - Art and Graphics
    - Technology
3. Serving as technical studies liaison for the college's north and south campuses.
4. Ensuring that technical studies programs, courses, and services are responsive to community economic needs.
5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

ADMINISTRATOR, NORTH CAMPUS

The administrator of the college's north campus has the following responsibilities:

1. Operating the north campus in accordance with the regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.
2. Providing leadership for and administration of the north campus, including
   - Support Services
   - Counseling Services
   - Business Studies
   - Service Studies
   - General Studies
   - Technical Studies
3. Serving as a college representative at activities, meetings, and events held in the region served by the north campus.
4. Establishing and maintaining relations with organizations, companies, educational institutions, and agencies in the county region served by the north campus.
5. Implementing new initiatives in response to the evolving economic needs of the county region served by the north campus.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

ADMINISTRATOR, SOUTH CAMPUS

The administrator of the college's south campus has the following responsibilities:

1. Operating the south campus in accordance with regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.

2. Providing leadership for and administration of the south campus, including

    - Business Studies
    - Service Studies
    - General Studies
    - Technical Studies
    - Customized Training
    - Support Services

3. Serving as a college representative at activities, meetings, and events held in the region of the county served by the south campus.

4. Establishing and maintaining relations with organizations, companies, educational institutions, and agencies in the county region served by the north campus.

5. Implementing new initiatives in response to the evolving economic needs of the county region served by the north campus.

6. Ensuring that all clients' needs are met in an efficient and courteous manner.

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Human Resource Development

SUBJECT: Organization Charts

Enclosed are copies of the college organization charts that we approved at our meeting last week. Please review them for accuracy and get back to me within the next seven days if you find any errors.

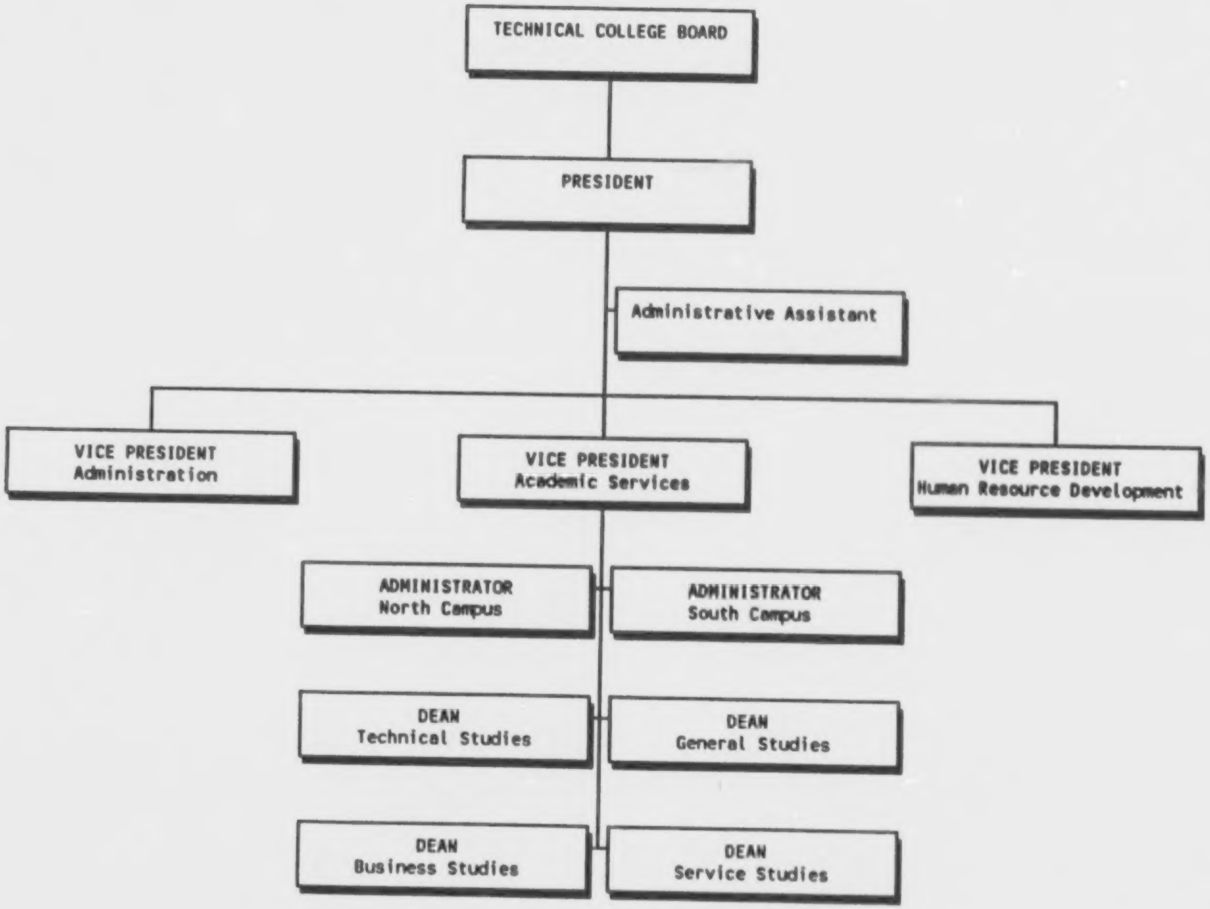
The charts will be included with other descriptive materials in the South Central Accreditation Self Study document.

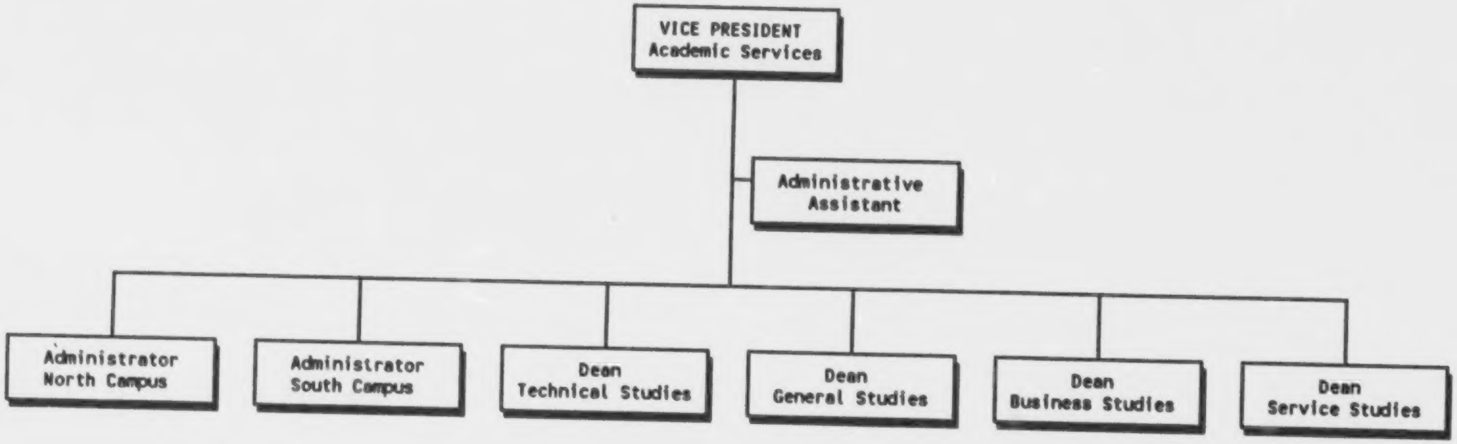
Enclosures

DISTRIBUTION: President; Vice President, Administrative Services; Vice President, Academic Services; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus; Vice President, Human Resource Development

VPHR-1

BREAKERS TECHNICAL COLLEGE


TECHNICAL COLLEGE BOARD
PRESIDENT
Administrative Assistant
VICE PRESIDENT Administration
VICE PRESIDENT Academic Services
VICE PRESIDENT Human Resource Development
ADMINISTRATOR North Campus
ADMINISTRATOR South Campus
DEAN Technical Studies
DEAN General Studies
DEAN Business Studies
DEAN Service Studies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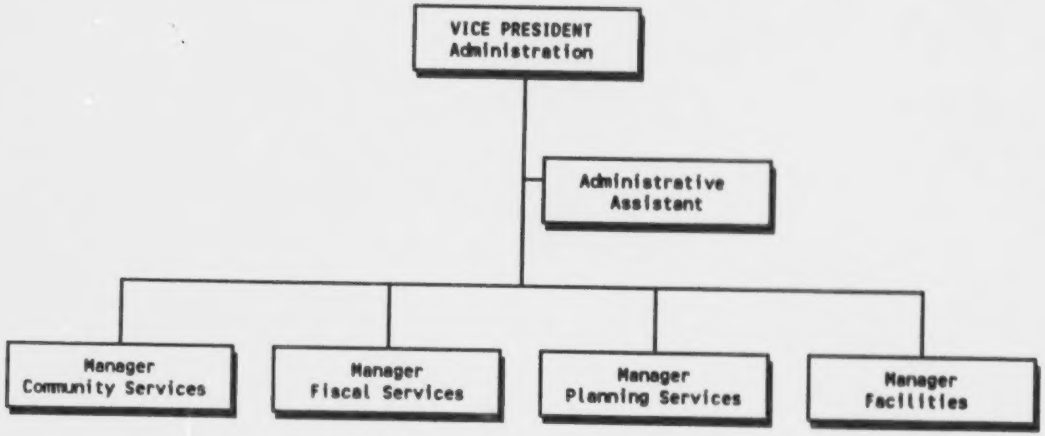
Academic Services
Administrative Assistant
Administrator North Campus
Administrator South Campus
Dean Technical Studies
Dean General Studies
Dean Business Studies
Dean Service Studies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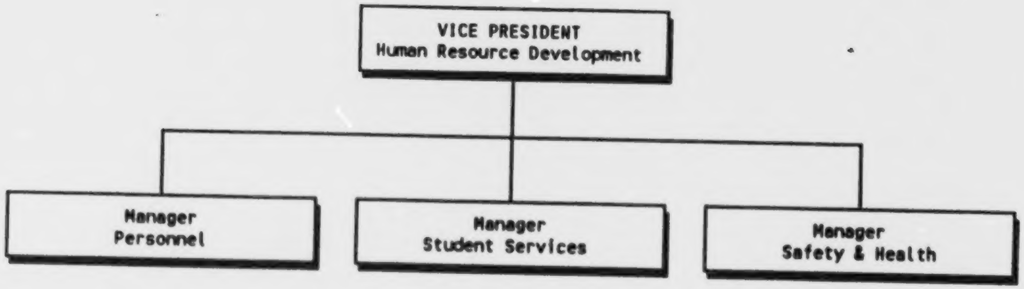
Administration
Administrative
Assistant
Manager
Community Services
Manager
Fiscal Services
Manager
Planning Services
Manager
Facilities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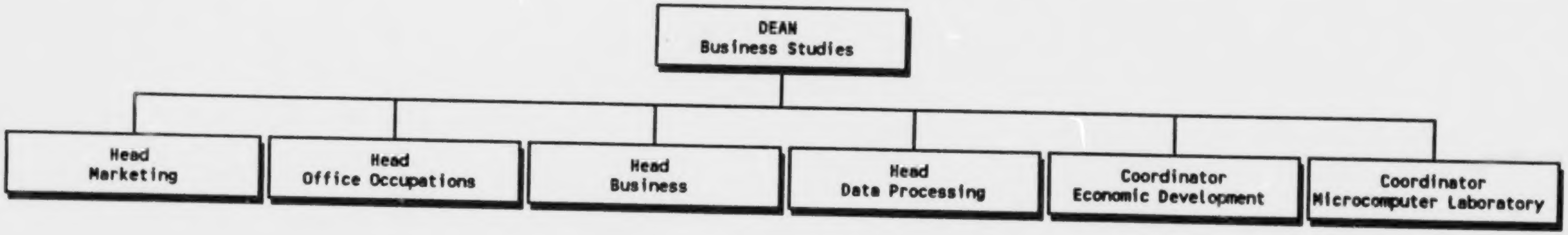
Human Resource Development
Manager
Personnel
Manager
Student Services
Manager
Safety & Health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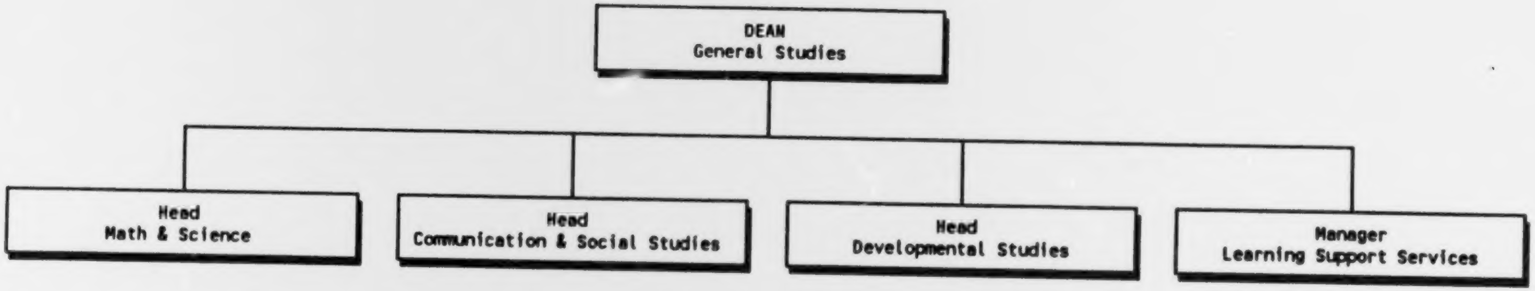
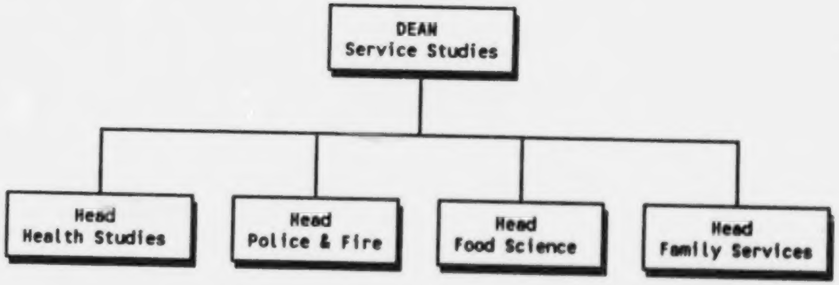
Business Studies
Head
Marketing
Head
Office Occupations
Head
Business
Head
Data Processing
Coordinator
Economic Development
Coordinator
Microcomputer Laboratory


DEAN
General Studies
Head
Math & Science
Head
Communication & Social Studies
Head
Developmental Studies
Manager
Learning Support Services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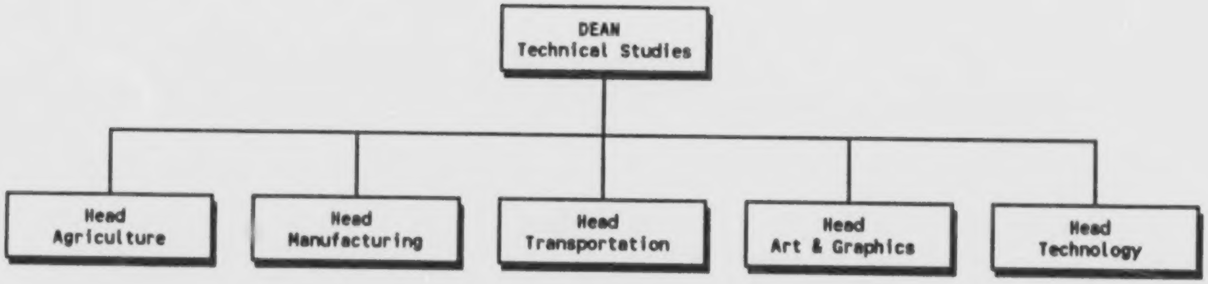
Service Studies
Head
Health Studies
Head
Police & Fire
Head
Food Science
Head
Family Services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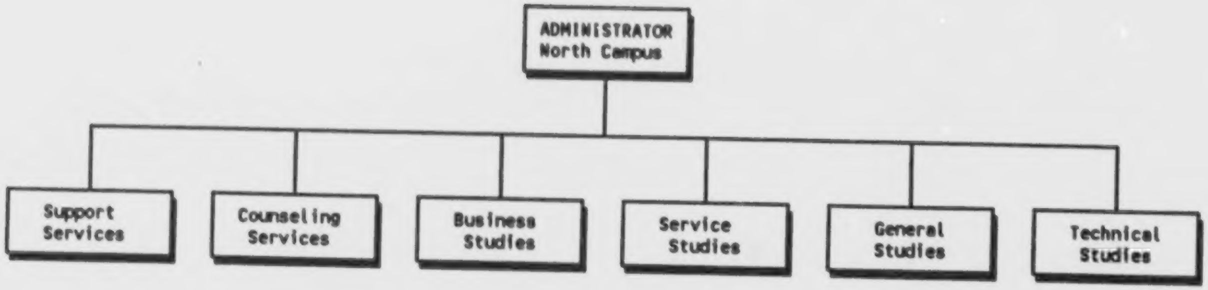
Agriculture
Head
Manufacturing
Head
Transportation
Head
Art & Graphics
Head
Technology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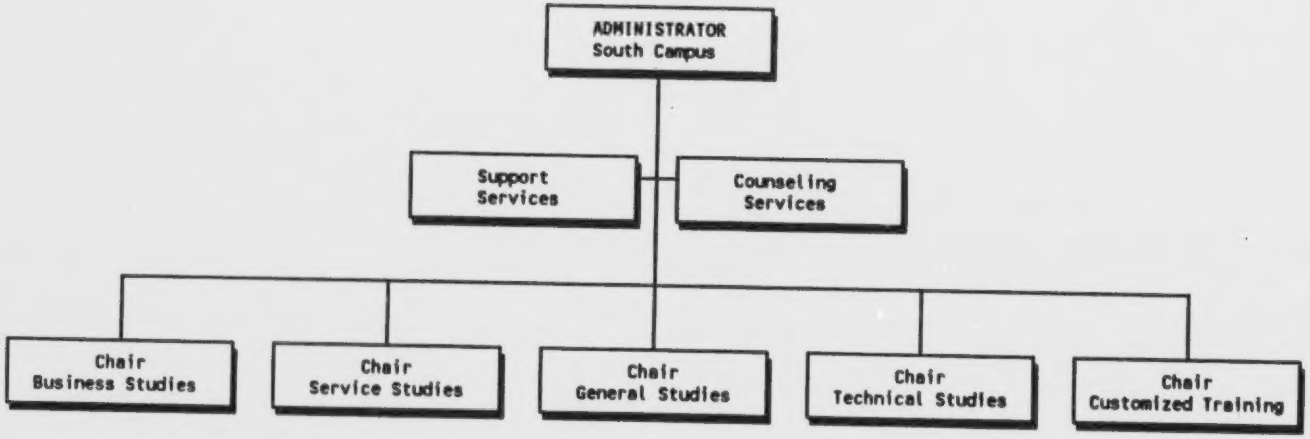
North Campus
Support Services
Counseling Services
Business Studies
Service Studies
General Studies
Technical Studies


ADMINISTRATOR
South Campus
Support
Services
Counseling
Services
Chair
Business Studies
Chair
Service Studies
Chair
General Studies
Chair
Technical Studies
Chair
Customized Training

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Dean, Business Studies

FROM: Coordinator, Economic Development

SUBJECT: Technology Transfer Center Report

I read with great interest the report developed by the Technology Transfer Committee. I believe the report is a good start in the right direction, but the committee has failed to consider that technology transfer is but one aspect of overall productivity improvement in the workplace.

I urge you to support the creation of a more comprehensive productivity center that will integrate all aspects of business and industry needs. Such a center could house business development, customized and productivity training, and technology transfer services. Would you convey my concerns to the management team at their next meeting?

DISTRIBUTION: Dean, Business Studies

DBS-2

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Dean, Business Studies

FROM: Mary McGuire, Head, Marketing MM

SUBJECT: Potential Personnel Problem

I continue to have problems with Roger Raymond's attitude and performance. As you recall, these problems began when Roger was demoted from Marketing Head to instructor. He immediately began making remarks behind my back in an attempt to undermine my leadership. Day before yesterday, I heard him talking to other Marketing Department faculty members about how things have gone downhill since I became department head. Yesterday I saw him in the cafeteria talking to a reporter from the Midvale Times. This morning, he mentioned to me that he needed a lighter teaching load next semester and that he was going to appeal the decision to take away his title as department head. He commented that no woman could do an adequate job of running the Marketing Department.

DISTRIBUTION: Dean, Business Studies

DBS-3

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Dean, Business Studies

FROM: Coordinator, Microcomputer Laboratory

SUBJECT: Microcomputer Availability

The recent increases in microcomputer class enrollments are beginning to take their toll. With some microcomputers being used as much as fourteen hours a day by six to eight students, we have noted a significant increase in maintenance and repair needs.

Cambridge Electronics, who handles our computer maintenance and repair needs under contract, said they will provide a "24 hour return service" for all machines now under contract if we pay them an additional $8,200.00 per year. It may be a good time to consider hiring our own full-time microcomputer maintenance and repair technician.

Let's discuss at your convenience.

DISTRIBUTION: Dean, Business Studies

DBS-1

CAMPBELL STORES

Corporate Headquarters
South Haven

Dean, Business Studies
Breakers Technical College
Main Campus
Midvale

Dear Sir:

Our recent purchase of the K.B. Nickel Department Store chain and our expansion into the fashion merchandising area will bring greater opportunities for your marketing graduates to be employed as Campbell Sales Associates. We have been most pleased with the quality of your graduates and would like to build on this quality by providing fifteen of your students each year with cooperative employment opportunities. These positions will be available at our South Haven (six positions), Midvale (three positions), and Leaf Valley (one position) stores.

At your earliest convenience, would you let me know if students at Breakers Technical College will be qualified and available to begin working at these positions next fall? I look forward to your reply.

Sincerely,

Melvin Moore

Melvin Moore
Assistant Vice President
Human Resource Development

EXT-5

FREEPORT COMMUNITY COLLEGE
Main Campus - Freeport

Dean, Business Studies
Breakers Technical College
Main Campus
Midvale

Dear Dean:

We are pleased to announce that you are one of six semifinalists for the position of Vice President of Administration at Freeport Community College. Semifinalists were selected from over 120 people that applied for this key position at our college.

We would like permission to contact various administrators at Breakers Technical College and discuss your qualifications with them. Since we plan to set up our interview schedules within the next two weeks, I will need your approval as soon as practicable.

Congratulations on reaching the semifinalist level of our search!

Sincerely,

Janet Raines

Janet Raines, Freeport Community College
Vice President and Search Committee Chair

EXT-3

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Dean, Service Studies; Dean, Business Studies; Dean, Technical Studies

FROM: Dean, General Studies

SUBJECT: Integrating General and Technical Studies

This is just a reminder that I have scheduled the first meeting of the Integration Task Force for 10:00 a.m. tomorrow. The president will be at this meeting to give the committee its charge. If you have any agenda items for the meeting, be sure they reach me by the end of work today.

DISTRIBUTION: President; Dean, Service Studies; Dean, Business Studies; Dean, Technical Studies; Vice President, Academic Services

DGS-1

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Academic Services

SUBJECT: Schedules for Fall Semester Classes

Just a reminder that schedules for fall semester classes are due in my office in just fourteen days. Please remind your department heads and chairpersons of this due date.

As in the past, please submit course information on standard course forms (CI-1). Be sure that all courses are grouped by campus and instructional area. Keep in mind that this is the last time course scheduling information may be submitted on paper. In the future, all information must be submitted electronically using PROFS.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAC-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: New Brochure

Attached is a draft copy of the new BTC brochure to replace the outdated one. It was prepared by our Community Services staff.

Please review the brochure and let me know within the next five days if you identify any errors or oversights. Once the text is accurate, we will add pictures and format the brochure in a professional manner using our desktop publishing software.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-5

BREAKERS TECHNICAL COLLEGE
AT A GLANCE

Founded	1960
Campuses	Main Campus: Midvale North Campus: Leaf Valley South Campus: South Haven
Accreditation	South Central Association of Colleges and Schools
Degrees	Associate degrees and technical certificates
Calendar	Three academic semesters
Enrollment	5,012 full-time students 9,509 part-time students 14,521 total students
Fees	Full-time - $450 per semester, nine or more semester hours Part-time - $50 per semester hour Out-of-state - $810 per semester, nine or more semester hours Part-time - $90 per semester hour
Admission	Breakers Technical College follows an open admission policy.
Financial Aid	Over fifty percent of BTC students receive some form of financial aid.
Placement	For recent BTC graduates, the overall job placement rate was nearly ninety percent. Eighty-two percent of those employed found jobs related to their BTC studies.
Associate Degree Programs	Accounting Agri-Business Management Automotive Service Management Building Construction Technology Business Management Child Care Services Commercial Art Computer Technology Culinary Arts Drafting and Design Technology Electromechanical Technology Electronics Technology Fashion Merchandising Fire Protection Hotel/Restaurant Management Machine Technology Marketing

	Office Systems Management Police Science Practical Nursing Welding Technology
Technical Certificate Programs	Auto Body Repair Automotive Servicing Building Trades Business Skills Correctional Services Electronics Servicing Emergency Medical Farm Operations Food Preparation Industrial Maintenance Medical Transcription Nurse Assistant Printing Welding
For further information	Contact the Admissions office at Breakers Technical College Main, North, or South Campus.

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Administrators and Faculty Members

FROM: Manager, Community Services

SUBJECT: Cooperative Education Grant

I am pleased to announce that Breakers Technical College has again received federal funding in support of cooperative education activities. This is the third year BTC has received this support. During the past two years, we have involved over fifty employers in cooperative education programs for BTC students. We anticipate employer participation to expand during the third year of the grant and to place ten to twenty students per semester in cooperative employment settings.

Please have your students contact Raul Garcia, our cooperative education coordinator, if they are interested in cooperative work experiences as a part of their studies.

DISTRIBUTION: BTC Administrators and Faculty Members

VPAD-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Dean, Technical Studies

SUBJECT: Technology Transfer Center Report

As chair of the Technology Transfer Committee, I am pleased to provide for your review a draft report focusing on the establishment of a technology transfer center at Breakers Technical College.

I would like to thank the following committee members for the valuable input and assistance in the preparation of this report: Chair, Electronics Technology Department; Chair, Manufacturing Technology Department; Chair, Drafting and Design Technology; and Administrator, South Campus.

Enclosure

DISTRIBUTION: President; Vice President, Administrative Services; Vice President, Academic Services; Vice President, Human Resource Development; Dean, General Studies; Dean, Technical Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus; Technology Transfer Committee

DTS-1

INTERIM REPORT
TECHNOLOGY TRANSFER CENTER COMMITTEE
(discussion paper - do not distribute without prior approval)

INTRODUCTION

Three months ago, the Technology Transfer Center Committee was organized and received a charge from our college president to examine the feasibility of establishing a technology transfer center at Breakers Technical College. This interim report has been prepared as a discussion document to present our progress to date and to obtain responses from college officials. The report is organized into five sections: (1) the need for a center, (2) the current status of technology transfer activities at Breakers Technical College, (3) the proposed center's mission, (4) the proposed center's organization, and (5) possible next steps.

NEED

Several factors point to the need for technical and community colleges to become involved in technology transfer activities. First, numerous reports have revealed that industries must apply the most current forms of technology to their design, production, and distribution systems if they expect to compete in the world marketplace. Second, these same industries have indicated that it is more effective and convenient to develop technologically by linking with local institutions and agencies that can diagnose their technology problems and provide relevant, applied solutions. Finally, the college is in a unique position to provide technology transfer services. Since technology-related content is taught each day, the college already has a technology base to draw from. Additionally, many members of the instructional staff have recent experience in industry and understand how industries operate and how they may be assisted. These factors clearly support the need for technology transfer and point to reasons that Breakers Technical College should consider expanding its activities in this area.

CURRENT STATUS

The college currently provides limited technology transfer services to county firms. During the previous twelve months, the college completed six technology transfer contracts for local companies. The companies receiving service range from a small, ten-employee square dance amplifier production firm, to a plastic kitchenware production firm that employs 120 persons. All of the firms are located within a four mile radius of the BTC south campus.

The committee recently conducted a survey of 178 county firms (82 percent response rate). The study revealed that firms anticipate that over the next twelve months they will need assistance with at least sixty-five different technology-related problems. Collectively, the firms believe seventy-one percent of the problems will be production-related with the remainder approximately equally distributed among the design (15 percent) and distribution (14 percent) areas. A majority of the firms (59 percent) with anticipated technology problems are located within the region of the county served by the south campus, thirty percent within the main campus service region, and eleven percent within the north campus service region.

MISSION

Based on the aforementioned technology transfer need and the college's capability, it is proposed that the college establish a technology transfer center. The center should have as its mission

1. Providing county firms with the most effective solutions to their technological problems.
2. Offering high quality technology transfer services at a reasonable cost.
3. Making available to firms well-qualified technology transfer teams that will effect improvement in a cost effective manner.
4. Providing quality customized training in support of technology transfer activities.

ORGANIZATION

It is proposed that the center be initially staffed by one full-time director, one part-time secretary, and various part-time (via contract) technology transfer team members drawn from the college faculty. Based on results of our survey, we recommend that the center place its initial emphasis on technology transfer in the production area. As center activity begins to grow, emphasis can be expanded into the design and distribution areas.

It is further proposed that the center be located at the college's south campus. This recommendation is based on the large number of projected technology transfer needs within the south campus service region and the location of the south campus in the vicinity of numerous high technology firms. Additionally, the south campus administrator indicates that space can be made available on that campus to house the center director and the secretary. As the center expands to meet anticipated future needs, consideration should be given to constructing a new center building in the industrial park adjacent to the south campus.

NEXT STEPS

Based on the assumption that this report and its recommendations are approved, the committee suggests that the following actions be taken:

1. Establish a technology transfer center steering/advisory committee.
2. Hire a center director and secretary.
3. Identify technology transfer teams from among the college faculty.
4. Train members in ways to efficiently and effectively conduct their activities.
5. Develop and distribute center promotional brochures.
6. Present promotional events related to the center to various industries and civic groups in the area.

There are probably other items to be dealt with as the center develops; however, these are among the most important. The committee members appreciate the opportunity to be involved in this important endeavor and look forward to receiving comments about the report content.

Respectfully submitted,

The Technology Transfer Center Committee

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Tech Prep Project Steering Committee

FROM: Dean, Technical Studies and Director, Midvale Vocational Center Co-Directors, Tech Prep Project

SUBJECT: Our Next Steering Committee Meeting

Our next Tech Prep project steering committee meeting will be held one week from today from 7:30 until 9:00 a.m. in Room 132 at our Administration Building in Midvale. We will discuss progress on the articulation of secondary and postsecondary course offerings in the Food Service and Automotive Maintenance areas.

Please be prepared to provide status reports on your various areas.

DISTRIBUTION: Committee Members: Dean, Technical Studies (BTC); Director, Midvale Vocational Center; Dean, Service Studies (BTC); Dean, Business Studies (BTC); Director, South Haven Vocational Center; Director of Vocational Education, Leaf Valley

cc: Vice President, Academic Services (BTC); Associate Superintendent of Schools, Breakers County; Personnel Director, South Haven Technology, Inc.; President, Leaf Valley Motors, Inc.

DTS-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: State Grant Opportunity

I have just received word that the request for proposals (RFP) for support of gender equity pilot programs will be released in the next week or two. The State Department of Education is funding ten institutions across the state to serve as sites for implementing progressive gender equity practices. Each grant will be funded at the rate of $85,000 the first year and $55,000 the second year. Each site is required to provide a half-time gender equity coordinator as project manager. Sites will be obligated to implement a range of progressive gender equity practices across the institution, including the areas of curriculum, institution, and personnel.

Perhaps we can discuss this potential opportunity at the next management team meeting.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-2

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: Public Relations

As you recall, at our last management team meeting I was charged with preparing a new set of guidelines for public relations activities at BTC. These guidelines could include information about speaking on and promoting the college; preparing news releases; developing descriptive course, program, and workshop brochures; and sponsoring various events (e.g., noncredit summer courses for youngsters, Black History month).

If you have any specific areas or items that you feel should be covered in the guidelines, please forward them to me within the next seven days.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-3

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: BTC Administrators

FROM: Vice President, Administration

SUBJECT: Title Confusion

Although it has been over two months since my title was changed from Vice President, Administrative Services to Vice President, Administration, I am still receiving correspondence addressed to Vice President, Administrative Services. Please remind your staff that my correct title is Vice President, Administration.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-6

SECTION 8

DEAN, GENERAL STUDIES

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: President

SUBJECT: Our Next Management Team Meeting

This is to remind you that our next management team meeting will be held in my office at 11:00 a.m. this morning.

Please be prepared to give a brief report about new activities in your area of oversight. Also, I would like to have a discussion about the proposed technology transfer center.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resource Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

PRES-1

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Human Resource Development

SUBJECT: Position Descriptions

Enclosed are copies of the management team position descriptions that were approved at the last BTC board meeting. Please retain these descriptions for future reference.

Enclosures (10)

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resource Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPHR-2

Position Description

PRESIDENT, BREAKERS TECHNICAL COLLEGE

The president's responsibilities include:

1. Operating the college in accordance with regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.
2. Providing leadership for and administration of the entire technical college operation including:
    - Fiscal planning, facilities, and community services
    - Instructional programs and courses in technical, general, business, and service studies
    - Personnel, student, and safety and health services
    - Outreach programs and services including service to local residents, businesses, and industries
    - Staff, faculty, and administrator recruitment, selection, and development
3. Serving as a representive of the college at county, state, and national activities; meetings; and events.
4. Establishing and maintaining relations with local and state organizations, companies, and agencies.
5. Implementing new programs, courses, and services in response to the evolving economic needs of the county.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

VICE PRESIDENT, ACADEMIC SERVICES

The vice president for academic services has the following responsibilities:

1. Overseeing the academic aspects of the college in accordance with state and local regulations, policies, and procedures.
2. Providing oversight for the college's academic programs, courses, and services including
   - Technical Studies
   - General Studies
   - Business Studies
   - Service Studies
3. Providing leadership and administrative oversight for programs, courses, and services offered at the college's north and south campuses.
4. Serving as the college's chief academic officer.
5. Ensuring that programs, courses, and services are offered that are responsive to community economic needs.

Position Description

VICE PRESIDENT, ADMINISTRATION

The responsibilities of the vice president for administration include the following:

1. Overseeing the administration aspects of the college in accordance with state and local regulations, policies, and procedures.

2. Providing leadership and oversight for the college's general administration including

   - Fiscal Services: programming, budgeting, and monitoring

   - Planning Services: short and long range strategic, facilities, and program planning

   - Facilities Services: maintenance, food services, monitoring of services contracts, and facilities services personnel

   - Community Services: economic development, public information, business and industry services

3. Serving as the college fiscal officer.

4. Ensuring that all college fiscal matters are conducted in accordance with state and local policies and guidelines.

5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

VICE PRESIDENT, HUMAN RESOURCE DEVELOPMENT

The vice president for human resource development is responsible for

1. Overseeing the human resource development aspects of the college in accordance with state and local regulations, policies, and procedures.
2. Providing oversight for human resource development activities including
   - Personnel: benefits, compensation, recruitment, employment, contracts and contract negotiation, personnel development
   - Student Services: admissions, registration, placement, career development, student activities, international students, financial aid
   - Safety and Health: student health center, fitness center, safety and health regulation compliance
3. Serving as the college's health and safety officer.
4. Ensuring that all student, faculty, and support staff human resource development needs are met in an efficient and courteous manner.

Position Description

DEAN, BUSINESS STUDIES

The dean of business studies has the following responsibilities:

1. Providing leadership for and administering the business studies component of the college.
2. Overseeing operation of the college's business studies departments including
    - Marketing
    - Office Occupations
    - Business
    - Data Processing
3. Providing oversight for the college microcomputer laboratory and economic development office.
4. Serving as the business studies liaison for the college's north and south campuses.
5. Ensuring that business studies programs, courses, and services are responsive to community economic needs.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

DEAN, GENERAL STUDIES

Responsibilities of the dean of general studies include the following:

1. Providing leadership for and administering the general studies component of the college.

2. Overseeing the college's general studies departments including

   - Mathematics and Science
   - Communication and Social Studies
   - Developmental Studies
   - Learning Support Services

3. Serving as general studies liaison for the college's north and south campuses.

4. Ensuring that general studies courses and services support the technical, business, and services studies degrees and certificates.

5. Ensuring that all students' needs are met in an efficient and courteous manner.

6. Ensuring that learning and developmental studies support is provided to meet the academic mission of the college.

Position Description

DEAN, SERVICE STUDIES

The dean of service studies has the following responsibilities:

1. Providing leadership for and administering the service studies component of the college.
2. Overseeing operation of the college's service studies departments including
    - Health Studies
    - Police and Fire Science Studies
    - Food Science
    - Family Services
3. Serving as the service studies liaison for the college's north and south campuses.
4. Ensuring that service studies programs, courses, and services are responsive to community economic needs.
5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

DEAN, TECHNICAL STUDIES

Responsibilities of the dean of technical studies include

1. Providing leadership for and administering the technical studies component of the college.
2. Overseeing the college's technical studies departments including
    - Agriculture
    - Manufacturing
    - Transportation
    - Art and Graphics
    - Technology
3. Serving as technical studies liaison for the college's north and south campuses.
4. Ensuring that technical studies programs, courses, and services are responsive to community economic needs.
5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

ADMINISTRATOR, NORTH CAMPUS

The administrator of the college's north campus has the following responsibilities:

1. Operating the north campus in accordance with the regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.
2. Providing leadership for and administration of the north campus, including
    - Support Services
    - Counseling Services
    - Business Studies
    - Service Studies
    - General Studies
    - Technical Studies
3. Serving as a college representative at activities, meetings, and events held in the region served by the north campus.
4. Establishing and maintaining relations with organizations, companies, educational institutions, and agencies in the county region served by the north campus.
5. Implementing new initiatives in response to the evolving economic needs of the county region served by the north campus.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

ADMINISTRATOR, SOUTH CAMPUS

The administrator of the college's south campus has the following responsibilities:

1. Operating the south campus in accordance with regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.

2. Providing leadership for and administration of the south campus, including

   - Business Studies
   - Service Studies
   - General Studies
   - Technical Studies
   - Customized Training
   - Support Services

3. Serving as a college representative at activities, meetings, and events held in the region of the county served by the south campus.

4. Establishing and maintaining relations with organizations, companies, educational institutions, and agencies in the county region served by the north campus.

5. Implementing new initiatives in response to the evolving economic needs of the county region served by the north campus.

6. Ensuring that all clients' needs are met in an efficient and courteous manner.

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Human Resource Development

SUBJECT: Organization Charts

Enclosed are copies of the college organization charts that we approved at our meeting last week. Please review them for accuracy and get back to me within the next seven days if you find any errors.

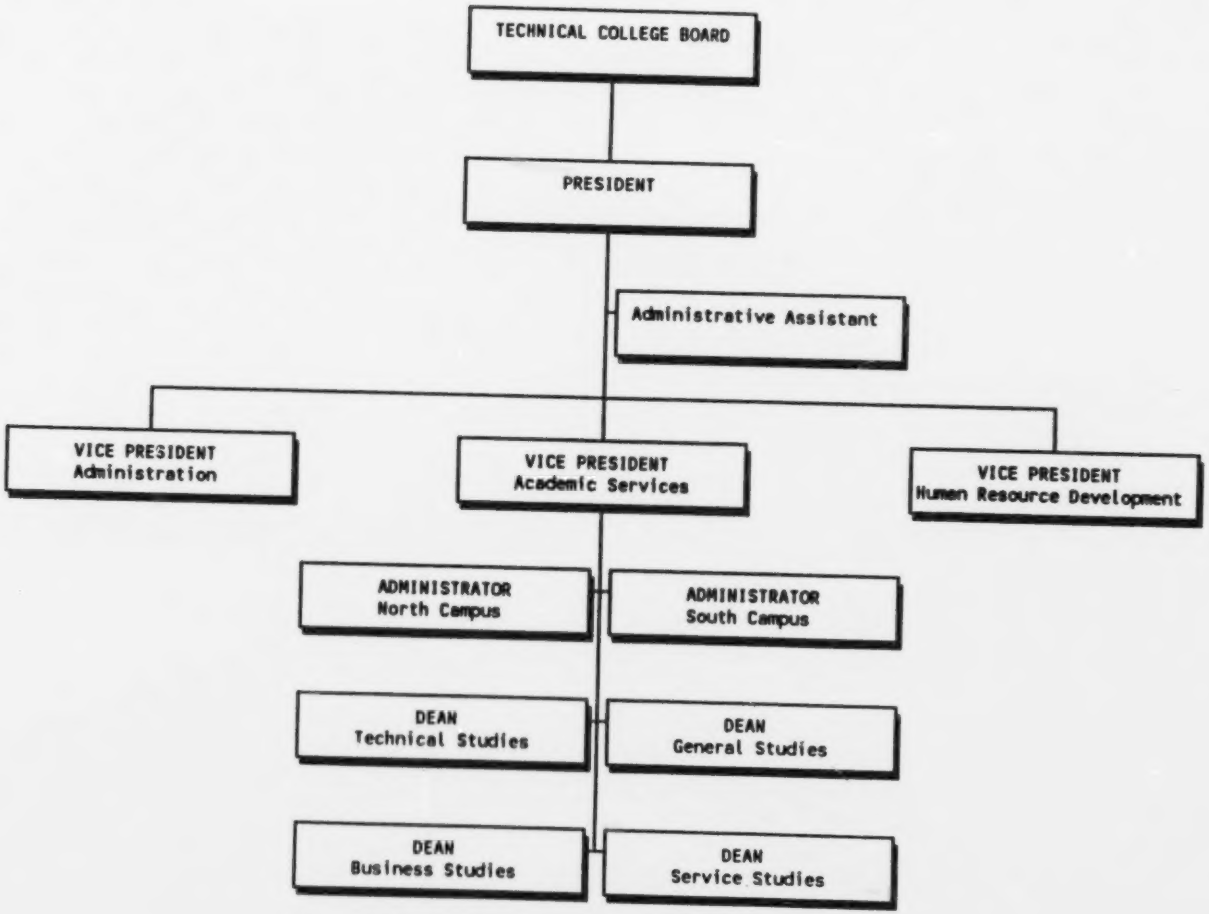
The charts will be included with other descriptive materials in the South Central Accreditation Self Study document.

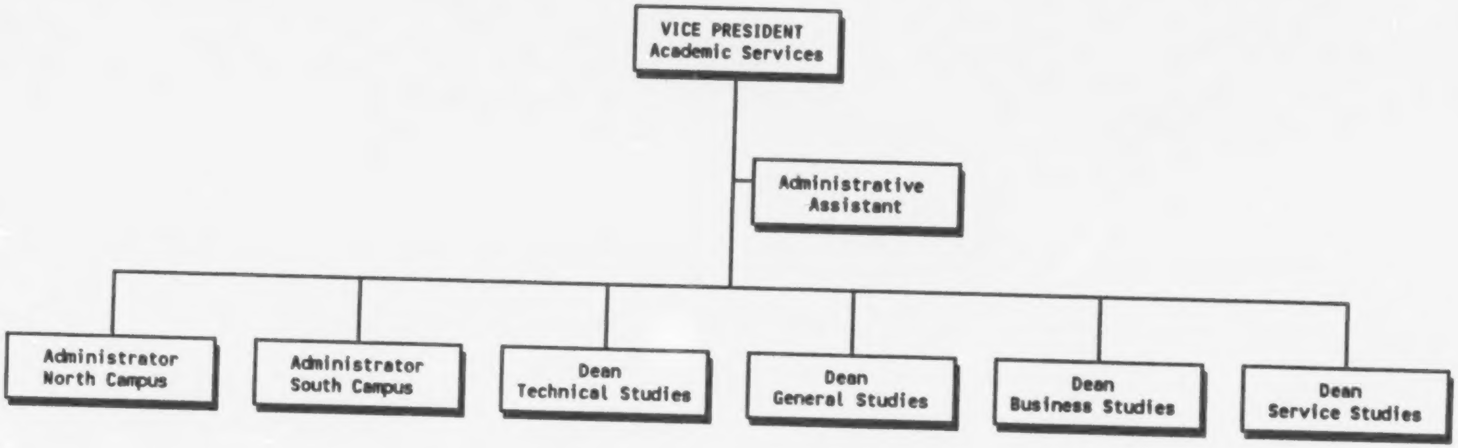
Enclosures

DISTRIBUTION: President; Vice President, Administrative Services; Vice President, Academic Services; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus; Vice President, Human Resource Development

VPHR-1

BREAKERS TECHNICAL COLLEGE


TECHNICAL COLLEGE BOARD
PRESIDENT
Administrative Assistant
VICE PRESIDENT Administration
VICE PRESIDENT Academic Services
VICE PRESIDENT Human Resource Development
ADMINISTRATOR North Campus
ADMINISTRATOR South Campus
DEAN Technical Studies
DEAN General Studies
DEAN Business Studies
DEAN Service Studies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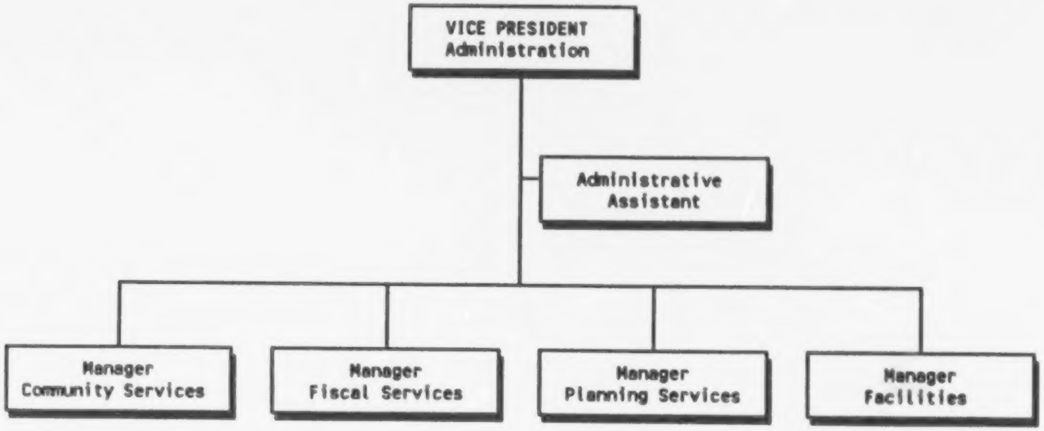
Administrative Assistant
Administrator North Campus
Administrator South Campus
Dean Technical Studies
Dean General Studies
Dean Business Studies
Dean Service Studies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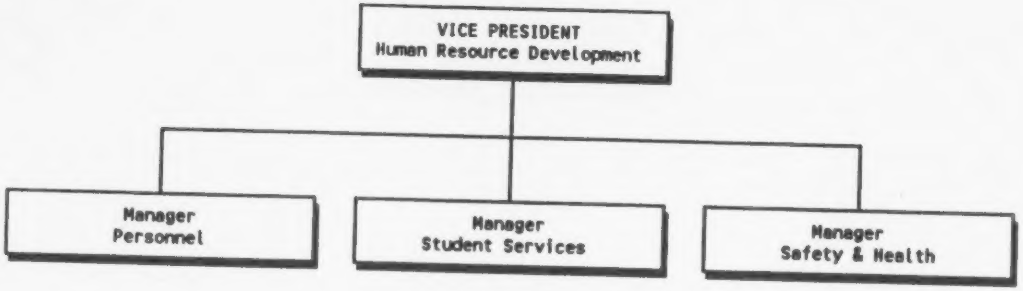
Administrative Assistant
Manager Community Services
Manager Fiscal Services
Manager Planning Services
Manager Facilities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Human Resource Development
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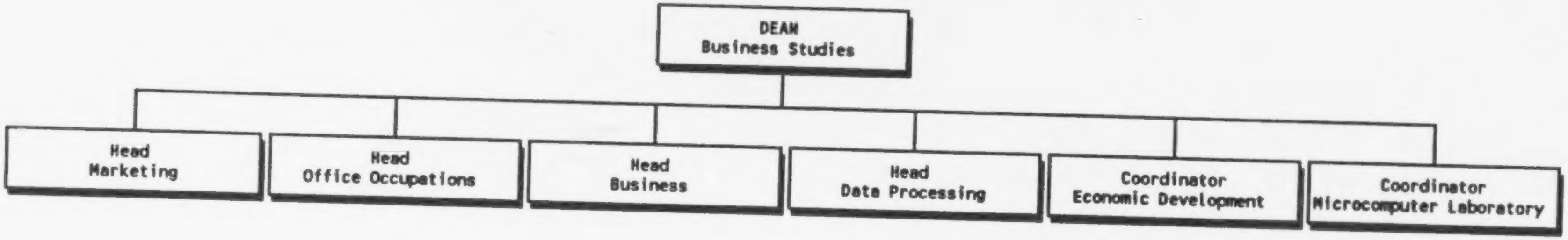
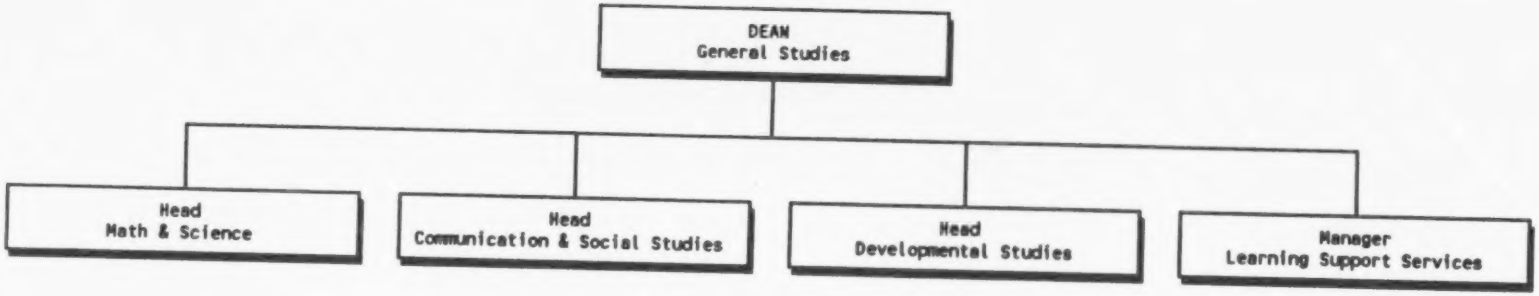
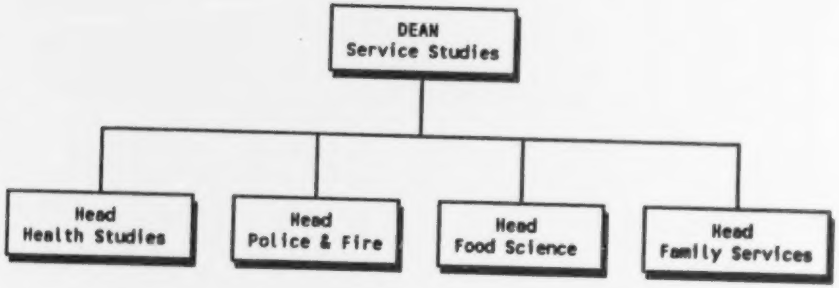
Personnel
Manager
Student Services
Manager
Safety & Health


DEAN
Business Studies
Head
Marketing
Head
Office Occupations
Head
Business
Head
Data Processing
Coordinator
Economic Development
Coordinator
Microcomputer Laboratory



DEAN
General Studies
Head
Math & Science
Head
Communication & Social Studies
Head
Developmental Studies
Manager
Learning Support Services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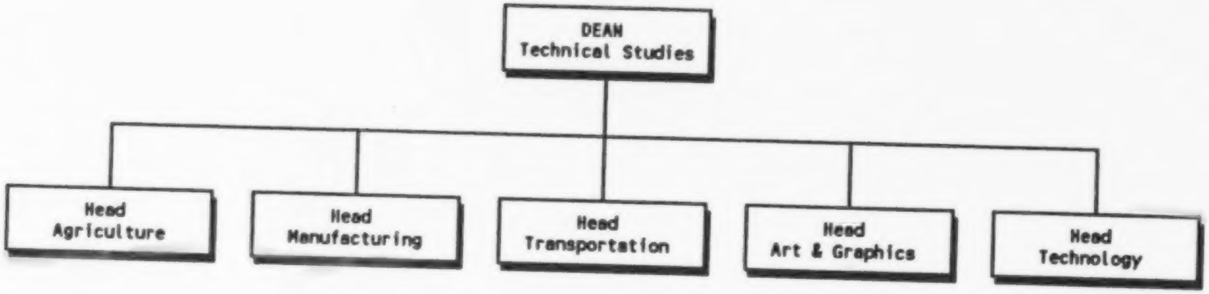
Service Studies
Head
Health Studies
Head
Police & Fire
Head
Food Science
Head
Family Services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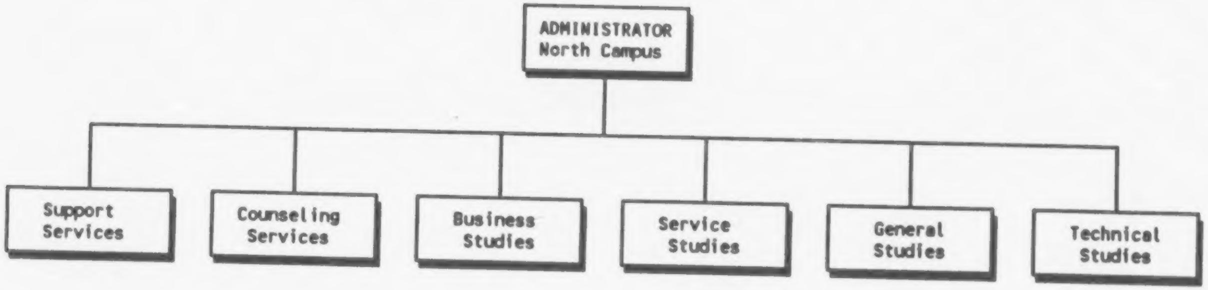
Technical Studies
Head
Agriculture
Head
Manufacturing
Head
Transportation
Head
Art & Graphics
Head
Technology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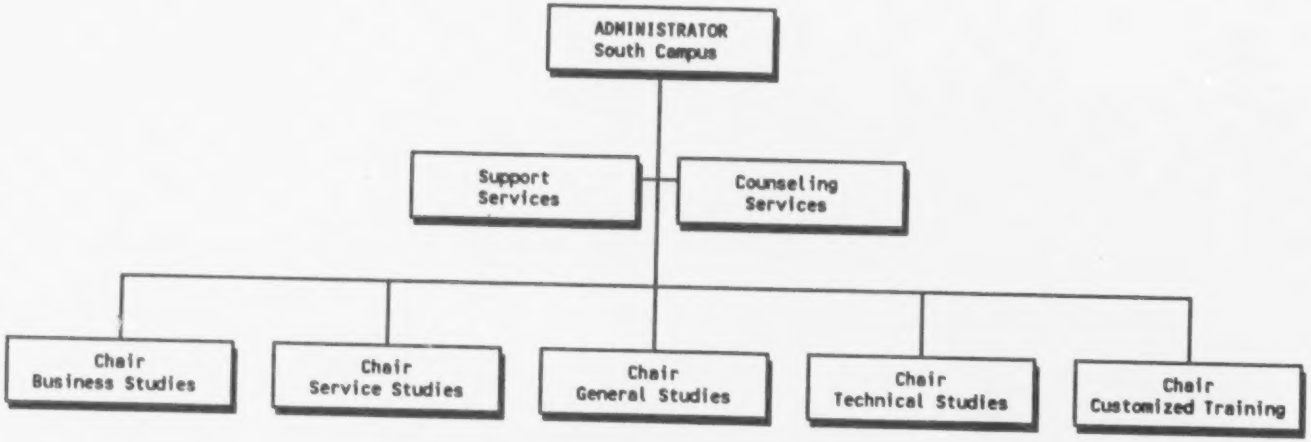
Counseling Services
Business Studies
Service Studies
General Studies
Technical Studies


ADMINISTRATOR South Campus
Support Services
Counseling Services
Chair Business Studies
Chair Service Studies
Chair General Studies
Chair Technical Studies
Chair Customized Training

SOUTH HAVEN COMMUNITY SERVICES

162 East Campbell Drive
South Haven

Dean, General Studies
Breakers Technical College
Midvale

Dear Sir:

We have noted over the past several years a dramatic rise in the number of adults that are interested in completing the General Education Development (GED) high school equivalency diploma. During this same period GED class opportunities at South Haven high schools have remained constant.

Would it be possible sometime in the near future to meet and discuss the possibility of Breakers Technical College providing GED classes for adults in South Haven? I have discussed this opportunity with the administrator of your south campus and was told that resources were not available to meet this need.

I look forward to hearing from you.

Sincerely,

Joan Early

Joan Early
Executive Director

cc: Administrator, South Campus

EXT-9

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Dean, Service Studies; Dean, Business Studies; Dean, Technical Studies

FROM: Dean, General Studies

SUBJECT: Integrating General and Technical Studies

This is just a reminder that I have scheduled the first meeting of the Integration Task Force for 10:00 a.m. tomorrow. The president will be at this meeting to give the committee its charge. If you have any agenda items for the meeting, be sure they reach me by the end of work today.

DISTRIBUTION: President; Dean, Service Studies; Dean, Business Studies; Dean, Technical Studies; Vice President, Academic Services

DGS-1

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Dean, General Studies

FROM: Head, Development Studies

SUBJECT: Personal Concerns

As you may remember, at 6:00 p.m. last Wednesday evening, I called you at home because I needed to get a VCR from support services. I was scheduled to give a presentation about BTC's developmental studies program at the local service club that evening and went to the office to pick up the equipment. When I arrived on campus, I learned that support services had left the VCR in my office but had forgotten to leave the hook-up cables. So I called Jake Long, the learning support assistant, and he said that he did not have a key to the learning support office. Since Maria Munoz, the learning support director, was out of town, I called you.

My purpose in writing this memo is to express my concern about the way you treated me when you arrived at the office that evening. The way you chewed me out for not planning ahead was inexcusable. If you had listened to me you would have understood that (1) learning support services was at fault and (2) I would not have needed to call you if you would allow persons at the assistant level to be issued keys. Consider this memo as a record of my concern about the unprofessional way that I was treated by you.

DISTRIBUTION: Dean, General Studies; Vice President, Human Resource Development

DGS-2

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Vice President, Academic Services

FROM: Dean, General Studies

SUBJECT: Course Scheduling Conflicts

I have been informed by my department heads that a number of students are running into course scheduling conflicts at the North and South campuses. Although students need to take general studies courses as part of their programs, the service, business, and technical studies courses are often scheduled at the same time as general studies courses. I have heard of a few cases where students completed all of their applied studies courses without taking more than one or two general studies courses.

This is an acute problem for part-time students who have only a limited amount of time available in which to take courses. Can we get together sometime soon and discuss this situation?

DISTRIBUTION: Dean, General Studies; Vice President, Academic Services

DGS-3

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Dean, General Studies

FROM: Head, Communication and Social Studies

SUBJECT: Potential Name Change

Over the past several months, faculty members and I have met to discuss whether our current department name best reflects our focus and mission. After much discussion, we decided that the most appropriate name for our department would be "English and Social Sciences."

We respectfully request that the department name be changed to "English and Social Sciences."

DISTRIBUTION: Dean, General Studies

DGS-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Academic Services

SUBJECT: Schedules for Fall Semester Classes

Just a reminder that schedules for fall semester classes are due in my office in just fourteen days. Please remind your department heads and chairpersons of this due date.

As in the past, please submit course information on standard course forms (CI-1). Be sure that all courses are grouped by campus and instructional area. Keep in mind that this is the last time course scheduling information may be submitted on paper. In the future, all information must be submitted electronically using PROFS.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAC-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: New Brochure

Attached is a draft copy of the new BTC brochure to replace the outdated one. It was prepared by our Community Services staff.

Please review the brochure and let me know within the next five days if you identify any errors or oversights. Once the text is accurate, we will add pictures and format the brochure in a professional manner using our desktop publishing software.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

BREAKERS TECHNICAL COLLEGE AT A GLANCE

Founded	1960
Campuses	Main Campus: Midvale North Campus: Leaf Valley South Campus: South Haven
Accreditation	South Central Association of Colleges and Schools
Degrees	Associate degrees and technical certificates
Calendar	Three academic semesters
Enrollment	5,012 full-time students 9,509 part-time students 14,521 total students
Fees	Full-time - $450 per semester, nine or more semester hours Part-time - $50 per semester hour Out-of-state - $810 per semester, nine or more semester hours Part-time - $90 per semester hour
Admission	Breakers Technical College follows an open admission policy.
Financial Aid	Over fifty percent of BTC students receive some form of financial aid.
Placement	For recent BTC graduates, the overall job placement rate was nearly ninety percent. Eighty-two percent of those employed found jobs related to their BTC studies.
Associate Degree Programs	Accounting Agri-Business Management Automotive Service Management Building Construction Technology Business Management Child Care Services Commercial Art Computer Technology Culinary Arts Drafting and Design Technology Electromechanical Technology Electronics Technology Fashion Merchandising Fire Protection Hotel/Restaurant Management Machine Technology Marketing

	Office Systems Management Police Science Practical Nursing Welding Technology
Technical Certificate Programs	Auto Body Repair Automotive Servicing Building Trades Business Skills Correctional Services Electronics Servicing Emergency Medical Farm Operations Food Preparation Industrial Maintenance Medical Transcription Nurse Assistant Printing Welding
For further information	Contact the Admissions office at Breakers Technical College Main, North, or South Campus.

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Administrators and Faculty Members

FROM: Manager, Community Services

SUBJECT: Cooperative Education Grant

I am pleased to announce that Breakers Technical College has again received federal funding in support of cooperative education activities. This is the third year BTC has received this support. During the past two years, we have involved over fifty employers in cooperative education programs for BTC students. We anticipate employer participation to expand during the third year of the grant and to place ten to twenty students per semester in cooperative employment settings.

Please have your students contact Raul Garcia, our cooperative education coordinator, if they are interested in cooperative work experiences as a part of their studies.

DISTRIBUTION: BTC Administrators and Faculty Members

VPAD-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Dean, Technical Studies

SUBJECT: Technology Transfer Center Report

As chair of the Technology Transfer Committee, I am pleased to provide for your review a draft report focusing on the establishment of a technology transfer center at Breakers Technical College.

I would like to thank the following committee members for the valuable input and assistance in the preparation of this report: Chair, Electronics Technology Department; Chair, Manufacturing Technology Department; Chair, Drafting and Design Technology; and Administrator, South Campus.

Enclosure

DISTRIBUTION: President; Vice President, Administrative Services; Vice President, Academic Services; Vice President, Human Resource Development; Dean, General Studies; Dean, Technical Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus; Technology Transfer Committee

DTS-1

INTERIM REPORT
TECHNOLOGY TRANSFER CENTER COMMITTEE
(discussion paper - do not distribute without prior approval)

INTRODUCTION

Three months ago, the Technology Transfer Center Committee was organized and received a charge from our college president to examine the feasibility of establishing a technology transfer center at Breakers Technical College. This interim report has been prepared as a discussion document to present our progress to date and to obtain responses from college officials. The report is organized into five sections: (1) the need for a center, (2) the current status of technology transfer activities at Breakers Technical College, (3) the proposed center's mission, (4) the proposed center's organization, and (5) possible next steps.

NEED

Several factors point to the need for technical and community colleges to become involved in technology transfer activities. First, numerous reports have revealed that industries must apply the most current forms of technology to their design, production, and distribution systems if they expect to compete in the world marketplace. Second, these same industries have indicated that it is more effective and convenient to develop technologically by linking with local institutions and agencies that can diagnose their technology problems and provide relevant, applied solutions. Finally, the college is in a unique position to provide technology transfer services. Since technology-related content is taught each day, the college already has a technology base to draw from. Additionally, many members of the instructional staff have recent experience in industry and understand how industries operate and how they may be assisted. These factors clearly support the need for technology transfer and point to reasons that Breakers Technical College should consider expanding its activities in this area.

CURRENT STATUS

The college currently provides limited technology transfer services to county firms. During the previous twelve months, the college completed six technology transfer contracts for local companies. The companies receiving service range from a small, ten-employee square dance amplifier production firm, to a plastic kitchenware production firm that employs 120 persons. All of the firms are located within a four mile radius of the BTC south campus.

The committee recently conducted a survey of 178 county firms (82 percent response rate). The study revealed that firms anticipate that over the next twelve months they will need assistance with at least sixty-five different technology-related problems. Collectively, the firms believe seventy-one percent of the problems will be production-related with the remainder approximately equally distributed among the design (15 percent) and distribution (14 percent) areas. A majority of the firms (59 percent) with anticipated technology problems are located within the region of the county served by the south campus, thirty percent within the main campus service region, and eleven percent within the north campus service region.

MISSION

Based on the aforementioned technology transfer need and the college's capability, it is proposed that the college establish a technology transfer center. The center should have as its mission

1. Providing county firms with the most effective solutions to their technological problems.
2. Offering high quality technology transfer services at a reasonable cost.
3. Making available to firms well-qualified technology transfer teams that will effect improvement in a cost effective manner.
4. Providing quality customized training in support of technology transfer activities.

ORGANIZATION

It is proposed that the center be initially staffed by one full-time director, one part-time secretary, and various part-time (via contract) technology transfer team members drawn from the college faculty. Based on results of our survey, we recommend that the center place its initial emphasis on technology transfer in the production area. As center activity begins to grow, emphasis can be expanded into the design and distribution areas.

It is further proposed that the center be located at the college's south campus. This recommendation is based on the large number of projected technology transfer needs within the south campus service region and the location of the south campus in the vicinity of numerous high technology firms. Additionally, the south campus administrator indicates that space can be made available on that campus to house the center director and the secretary. As the center expands to meet anticipated future needs, consideration should be given to constructing a new center building in the industrial park adjacent to the south campus.

NEXT STEPS

Based on the assumption that this report and its recommendations are approved, the committee suggests that the following actions be taken:

1. Establish a technology transfer center steering/advisory committee.
2. Hire a center director and secretary.
3. Identify technology transfer teams from among the college faculty.
4. Train members in ways to efficiently and effectively conduct their activities.
5. Develop and distribute center promotional brochures.
6. Present promotional events related to the center to various industries and civic groups in the area.

There are probably other items to be dealt with as the center develops; however, these are among the most important. The committee members appreciate the opportunity to be involved in this important endeavor and look forward to receiving comments about the report content.

Respectfully submitted,

The Technology Transfer Center Committee

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: State Grant Opportunity

I have just received word that the request for proposals (RFP) for support of gender equity pilot programs will be released in the next week or two. The State Department of Education is funding ten institutions across the state to serve as sites for implementing progressive gender equity practices. Each grant will be funded at the rate of $85,000 the first year and $55,000 the second year. Each site is required to provide a half-time gender equity coordinator as project manager. Sites will be obligated to implement a range of progressive gender equity practices across the institution, including the areas of curriculum, institution, and personnel.

Perhaps we can discuss this potential opportunity at the next management team meeting.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-2

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: Public Relations

As you recall, at our last management team meeting I was charged with preparing a new set of guidelines for public relations activities at BTC. These guidelines could include information about speaking on and promoting the college; preparing news releases; developing descriptive course, program, and workshop brochures; and sponsoring various events (e.g., noncredit summer courses for youngsters, Black History month).

If you have any specific areas or items that you feel should be covered in the guidelines, please forward them to me within the next seven days.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-3

Center for Curriculum Development
1275 Apian Way
Converse City

Dean, General Studies
Breakers Technical College
Main Campus
Midvale

Dear Dean:

You are cordially invited to attend a demonstration of the latest applied academics curriculum materials developed by the Center for Curriculum Development. These materials have undergone extensive field testing and are now ready for use in technical and community colleges around the country. They have been used to increase student mathematics, science, and English achievement without watering down subject matter.

Please join us in the Garfield Room of the Midvale Vacation Inn at 7:00 p.m. on Thursday to view our curriculum materials and talk with persons like yourself who have successfully used the materials in their colleges.

Sincerely,

Roland Stone
Roland Stone
Vice President, Marketing

EXT-14

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: BTC Administrators

FROM: Vice President, Administration

SUBJECT: Title Confusion

Although it has been over two months since my title was changed from Vice President, Administrative Services to Vice President, Administration, I am still receiving correspondence addressed to Vice President, Administrative Services. Please remind your staff that my correct title is Vice President, Administration.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-6

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

SECTION 9

DEAN, SERVICE STUDIES

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: President

SUBJECT: Our Next Management Team Meeting

This is to remind you that our next management team meeting will be held in my office at 11:00 a.m. this morning.

Please be prepared to give a brief report about new activities in your area of oversight. Also, I would like to have a discussion about the proposed technology transfer center.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resource Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

PRES-1

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Human Resource Development

SUBJECT: Position Descriptions

Enclosed are copies of the management team position descriptions that were approved at the last BTC board meeting. Please retain these descriptions for future reference.

Enclosures (10)

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resource Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPHR-2

Position Description

PRESIDENT, BREAKERS TECHNICAL COLLEGE

The president's responsibilities include:

1. Operating the college in accordance with regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.
2. Providing leadership for and administration of the entire technical college operation including:
    - Fiscal planning, facilities, and community services
    - Instructional programs and courses in technical, general, business, and service studies
    - Personnel, student, and safety and health services
    - Outreach programs and services including service to local residents, businesses, and industries
    - Staff, faculty, and administrator recruitment, selection, and development
3. Serving as a representive of the college at county, state, and national activities; meetings; and events.
4. Establishing and maintaining relations with local and state organizations, companies, and agencies.
5. Implementing new programs, courses, and services in response to the evolving economic needs of the county.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

VICE PRESIDENT, ACADEMIC SERVICES

The vice president for academic services has the following responsibilities:

1. Overseeing the academic aspects of the college in accordance with state and local regulations, policies, and procedures.
2. Providing oversight for the college's academic programs, courses, and services including
    - Technical Studies
    - General Studies
    - Business Studies
    - Service Studies
3. Providing leadership and administrative oversight for programs, courses, and services offered at the college's north and south campuses.
4. Serving as the college's chief academic officer.
5. Ensuring that programs, courses, and services are offered that are responsive to community economic needs.

Position Description

VICE PRESIDENT, ADMINISTRATION

The responsibilities of the vice president for administration include the following:

1. Overseeing the administration aspects of the college in accordance with state and local regulations, policies, and procedures.
2. Providing leadership and oversight for the college's general administration including
   - Fiscal Services: programming, budgeting, and monitoring
   - Planning Services: short and long range strategic, facilities, and program planning
   - Facilities Services: maintenance, food services, monitoring of services contracts, and facilities services personnel
   - Community Services: economic development, public information, business and industry services
3. Serving as the college fiscal officer.
4. Ensuring that all college fiscal matters are conducted in accordance with state and local policies and guidelines.
5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

VICE PRESIDENT, HUMAN RESOURCE DEVELOPMENT

The vice president for human resource development is responsible for

1. Overseeing the human resource development aspects of the college in accordance with state and local regulations, policies, and procedures.
2. Providing oversight for human resource development activities including
   - Personnel: benefits, compensation, recruitment, employment, contracts and contract negotiation, personnel development
   - Student Services: admissions, registration, placement, career development, student activities, international students, financial aid
   - Safety and Health: student health center, fitness center, safety and health regulation compliance
3. Serving as the college's health and safety officer.
4. Ensuring that all student, faculty, and support staff human resource development needs are met in an efficient and courteous manner.

Position Description

DEAN, BUSINESS STUDIES

The dean of business studies has the following responsibilities:

1. Providing leadership for and administering the business studies component of the college.
2. Overseeing operation of the college's business studies departments including
    - Marketing
    - Office Occupations
    - Business
    - Data Processing
3. Providing oversight for the college microcomputer laboratory and economic development office.
4. Serving as the business studies liaison for the college's north and south campuses.
5. Ensuring that business studies programs, courses, and services are responsive to community economic needs.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

DEAN, GENERAL STUDIES

Responsibilities of the dean of general studies include the following:

1. Providing leadership for and administering the general studies component of the college.
2. Overseeing the college's general studies departments including
   - Mathematics and Science
   - Communication and Social Studies
   - Developmental Studies
   - Learning Support Services
3. Serving as general studies liaison for the college's north and south campuses.
4. Ensuring that general studies courses and services support the technical, business, and services studies degrees and certificates.
5. Ensuring that all students' needs are met in an efficient and courteous manner.
6. Ensuring that learning and developmental studies support is provided to meet the academic mission of the college.

Position Description

DEAN, SERVICE STUDIES

The dean of service studies has the following responsibilities:

1. Providing leadership for and administering the service studies component of the college.
2. Overseeing operation of the college's service studies departments including
    - Health Sudies
    - Police and Fire Science Studies
    - Food Science
    - Family Services
3. Serving as the service studies liaison for the college's north and south campuses.
4. Ensuring that service studies programs, courses, and services are responsive to community economic needs.
5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

DEAN, TECHNICAL STUDIES

Responsibilities of the dean of technical studies include

1. Providing leadership for and administering the technical studies component of the college.
2. Overseeing the college's technical studies departments including
    - Agriculture
    - Manufacturing
    - Transportation
    - Art and Graphics
    - Technology
3. Serving as technical studies liaison for the college's north and south campuses.
4. Ensuring that technical studies programs, courses, and services are responsive to community economic needs.
5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

ADMINISTRATOR, NORTH CAMPUS

The administrator of the college's north campus has the following responsibilities:

1. Operating the north campus in accordance with the regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.
2. Providing leadership for and administration of the north campus, including
   - Support Services
   - Counseling Services
   - Business Studies
   - Service Studies
   - General Studies
   - Technical Studies
3. Serving as a college representative at activities, meetings, and events held in the region served by the north campus.
4. Establishing and maintaining relations with organizations, companies, educational institutions, and agencies in the county region served by the north campus.
5. Implementing new initiatives in response to the evolving economic needs of the county region served by the north campus.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

ADMINISTRATOR, SOUTH CAMPUS

The administrator of the college's south campus has the following responsibilities:

1. Operating the south campus in accordance with regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.
2. Providing leadership for and administration of the south campus, including
    - Business Studies
    - Service Studies
    - General Studies
    - Technical Studies
    - Customized Training
    - Support Services
3. Serving as a college representative at activities, meetings, and events held in the region of the county served by the south campus.
4. Establishing and maintaining relations with organizations, companies, educational institutions, and agencies in the county region served by the north campus.
5. Implementing new initiatives in response to the evolving economic needs of the county region served by the north campus.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Human Resource Development

SUBJECT: Organization Charts

Enclosed are copies of the college organization charts that we approved at our meeting last week. Please review them for accuracy and get back to me within the next seven days if you find any errors.

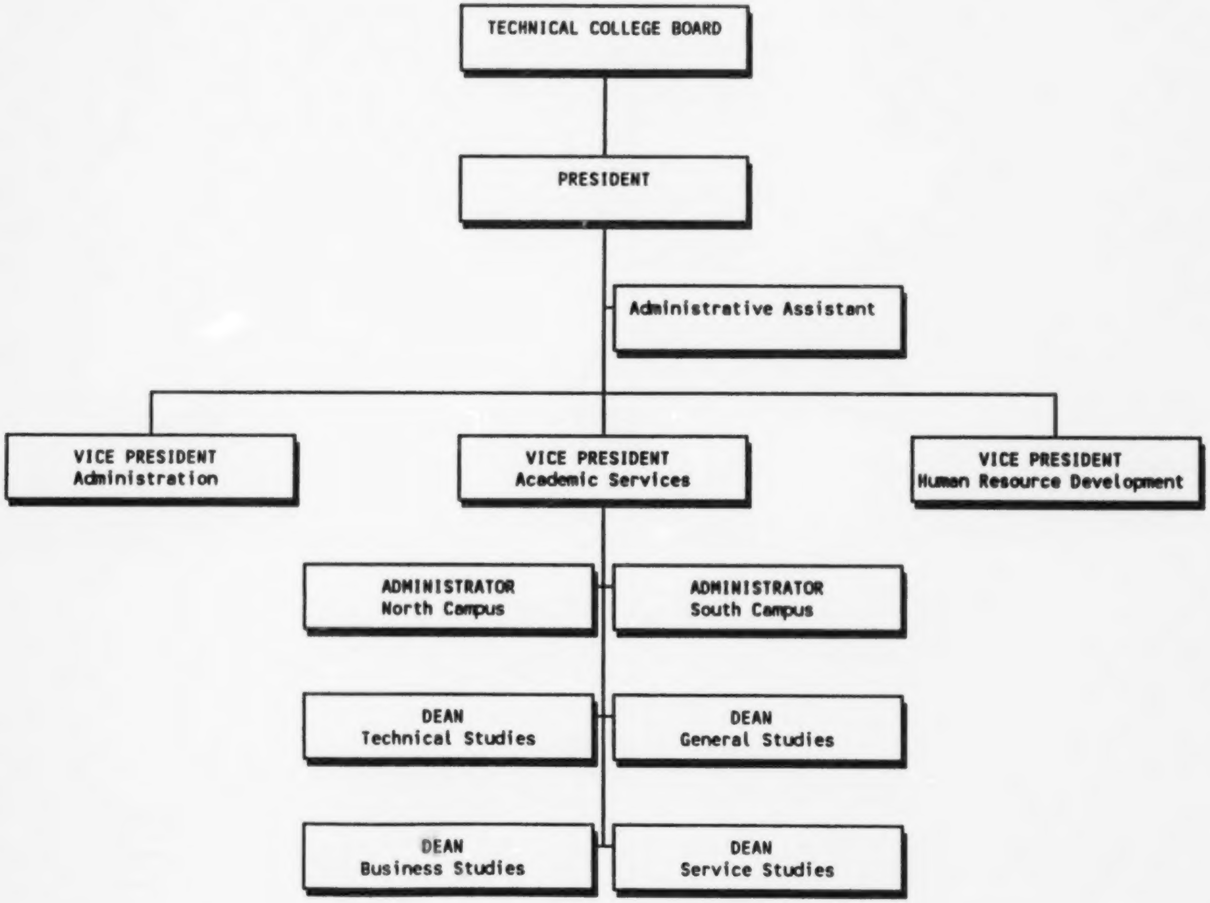
The charts will be included with other descriptive materials in the South Central Accreditation Self Study document.

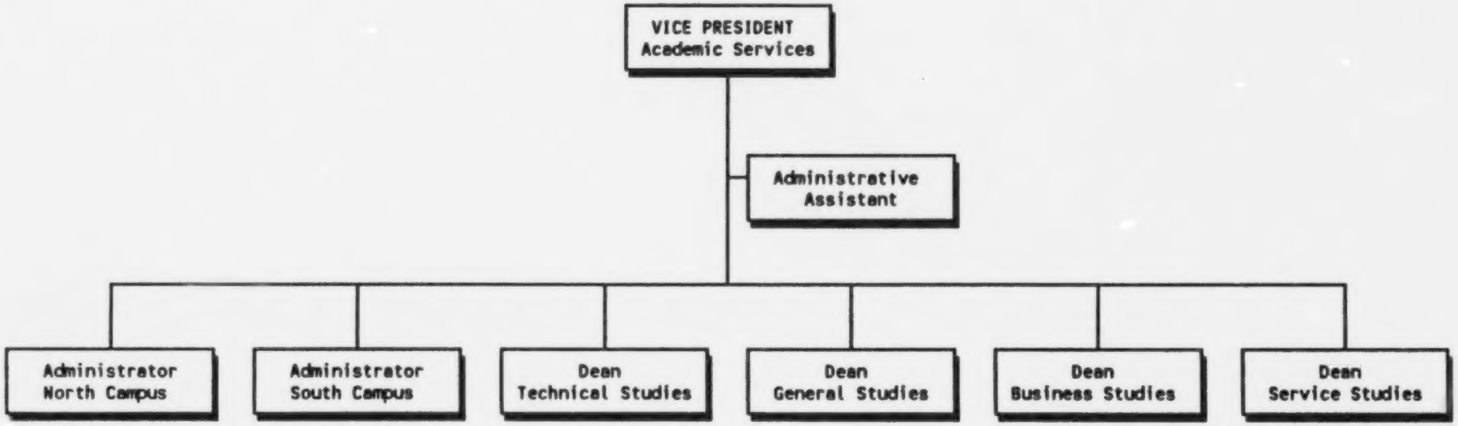
Enclosures

DISTRIBUTION: President; Vice President, Administrative Services; Vice President, Academic Services; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus; Vice President, Human Resource Development

VPHR-1

BREAKERS TECHNICAL COLLEGE


TECHNICAL COLLEGE BOARD
PRESIDENT
Administrative Assistant
VICE PRESIDENT Administration
VICE PRESIDENT Academic Services
VICE PRESIDENT Human Resource Development
ADMINISTRATOR North Campus
ADMINISTRATOR South Campus
DEAN Technical Studies
DEAN General Studies
DEAN Business Studies
DEAN Service Studies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Administrative Assistant
Administrator North Campus
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Dean Technical Studies
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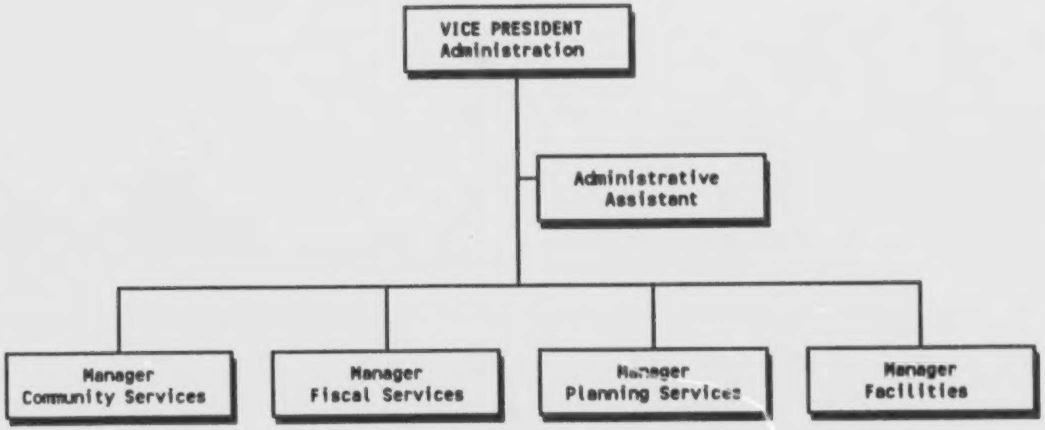
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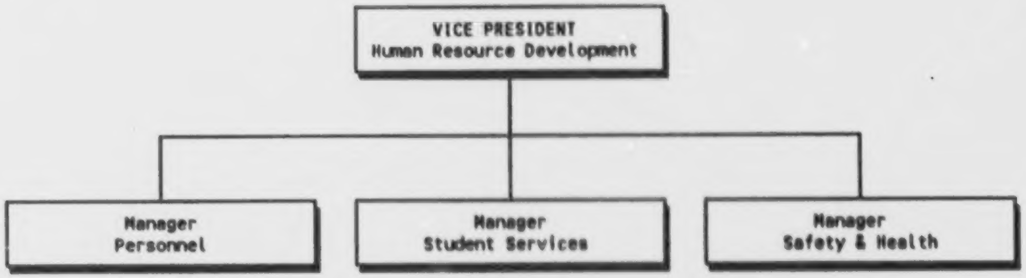
Manager Fiscal Services
Manager Planning Services
Manager Facilities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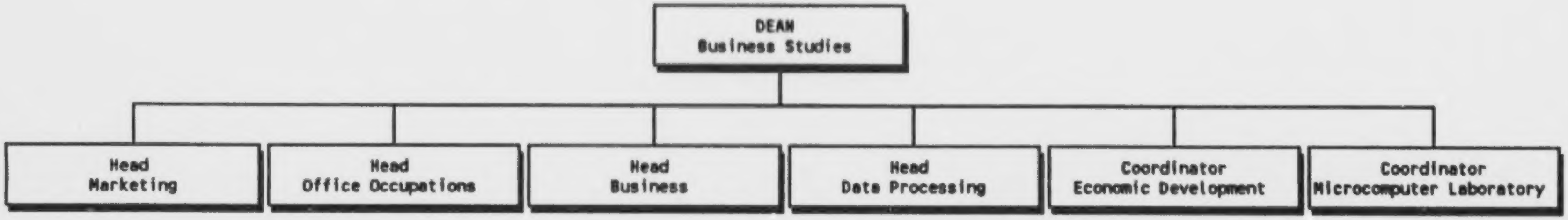
Manager
Personnel
Manager
Student Services
Manager
Safety & Health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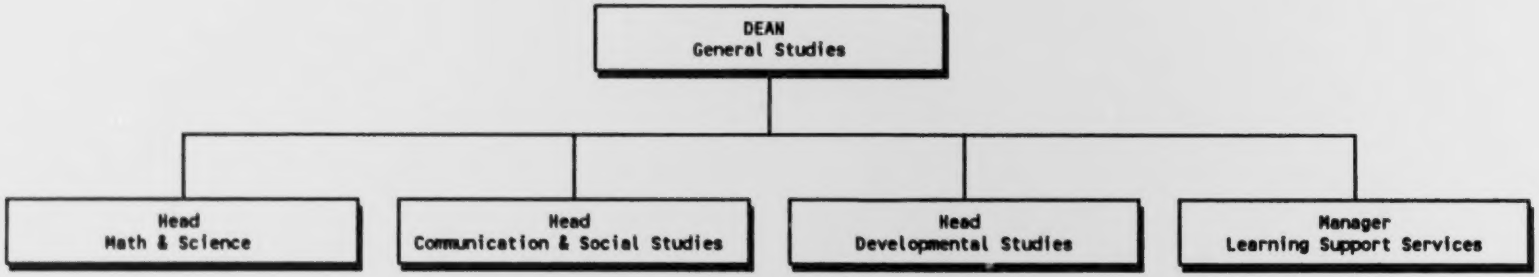
Business Studies
Head
Marketing
Head
Office Occupations
Head
Business
Head
Data Processing
Coordinator
Economic Development
Coordinator
Microcomputer Laboratory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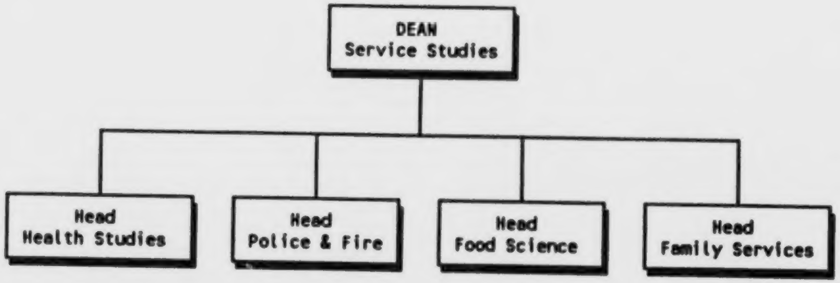
General Studies
Head
Math & Science
Head
Communication & Social Studies
Head
Developmental Studies
Manager
Learning Support Services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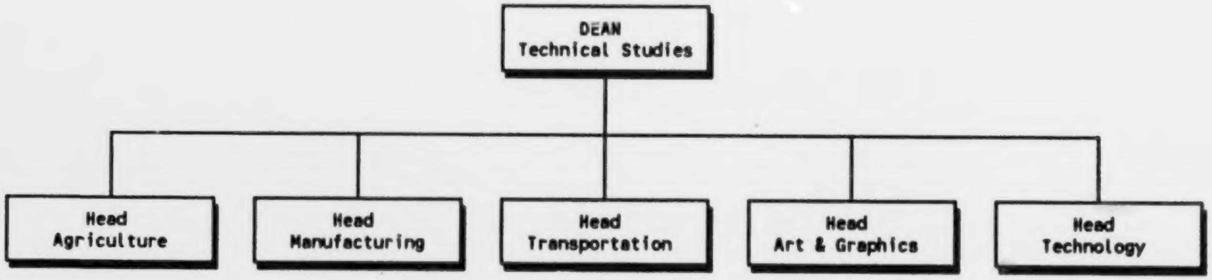
Service Studies
Head
Health Studies
Head
Police & Fire
Head
Food Science
Head
Family Services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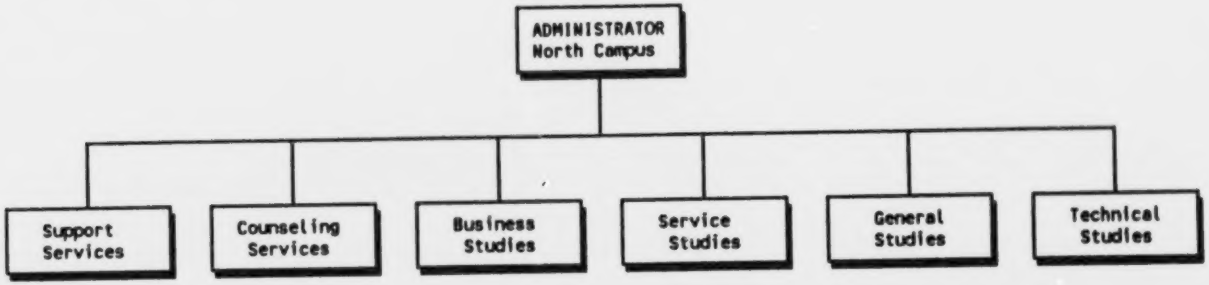
Agriculture
Head
Manufacturing
Head
Transportation
Head
Art & Graphics
Head
Technology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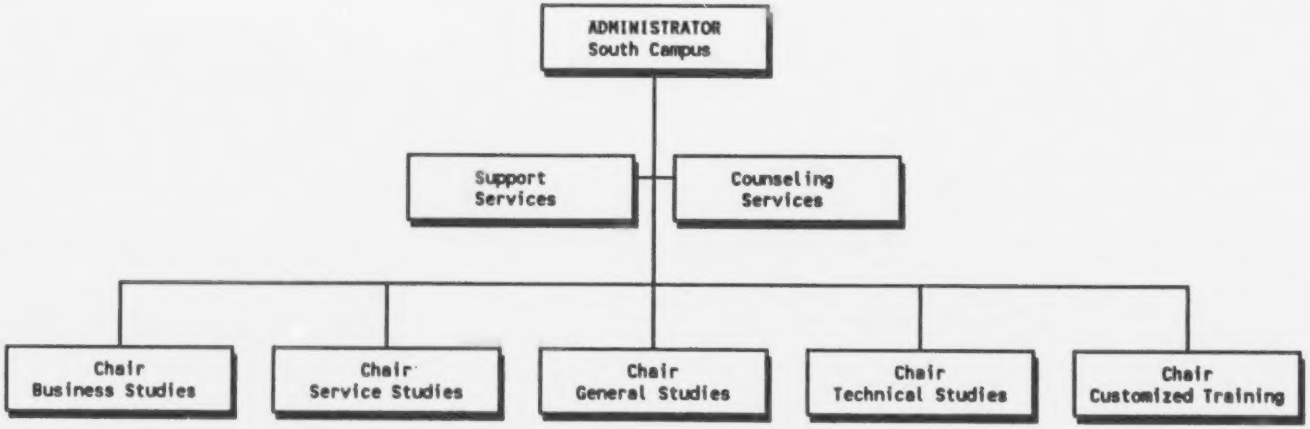
North Campus
Support Services
Counseling Services
Business Studies
Service Studies
General Studies
Technical Studies


ADMINISTRATOR
South Campus
Support Services
Counseling Services
Chair Business Studies
Chair Service Studies
Chair General Studies
Chair Technical Studies
Chair Customized Training

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Dean, Service Studies

FROM: Head, Police and Fire Studies

SUBJECT: Help for a Student

By the time you read this I will be on my way to the annual police science conference in San Antonio. Would you please check into Toni True's problem and see if you can get things straightened out? I am sure that Toni will meet requirements for graduation this semester.

DISTRIBUTION: Dean, Service Studies

DSS-3

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Head, Police and Fire Studies

FROM: Toni True, Police Science Major T. True

SUBJECT: Graduation Requirements

I just came from the Student Services office, but you were out. Ms. Robinson, the counselor I talked with, said that I will not meet graduation requirements this semester. I do not see how this could happen since I have passed all courses and have taken all required courses for the associate degree.

My father, the Midvale Chief of Police, has been looking forward to my graduation so much and has even accepted an invitation to speak at the Police Science Program graduation banquet. You have been a most helpful advisor throughout my program, so I wonder if you could check on my status and let me know what the problem is.

DISTRIBUTION:

DSS-2

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Dean, Service Studies

FROM: Head, Police and Fire Studies

SUBJECT: Potential for a Law Enforcement Training Center

I talked yesterday with Maria Perez, Executive Director of the State Law Enforcement Association. She indicated that BTC is in an excellent position to compete for the state-wide law enforcement training center contract. Maria said that she would prepare a letter of support if we decide to respond to the request for proposal (RFP).

I understand that the state will release the RFP in thirty to forty-five days. What do you think of this potential opportunity?

DISTRIBUTION: Dean, Service Studies

DSS-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Dean, Service Studies; Dean, Business Studies; Dean, Technical Studies

FROM: Dean, General Studies

SUBJECT: Integrating General and Technical Studies

This is just a reminder that I have scheduled the first meeting of the Integration Task Force for 10:00 a.m. tomorrow. The president will be at this meeting to give the committee its charge. If you have any agenda items for the meeting, be sure they reach me by the end of work today.

DISTRIBUTION: President; Dean, Service Studies; Dean, Business Studies; Dean, Technical Studies; Vice President, Academic Services

DGS-1

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Academic Services

SUBJECT: Schedules for Fall Semester Classes

Just a reminder that schedules for fall semester classes are due in my office in just fourteen days. Please remind your department heads and chairpersons of this due date.

As in the past, please submit course information on standard course forms (CI-1). Be sure that all courses are grouped by campus and instructional area. Keep in mind that this is the last time course scheduling information may be submitted on paper. In the future, all information must be submitted electronically using PROFS.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAC-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: New Brochure

Attached is a draft copy of the new BTC brochure to replace the outdated one. It was prepared by our Community Services staff.

Please review the brochure and let me know within the next five days if you identify any errors or oversights. Once the text is accurate, we will add pictures and format the brochure in a professional manner using our desktop publishing software.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-5

BREAKERS TECHNICAL COLLEGE
AT A GLANCE

Founded	1960
Campuses	Main Campus: Midvale North Campus: Leaf Valley South Campus: South Haven
Accreditation	South Central Association of Colleges and Schools
Degrees	Associate degrees and technical certificates
Calendar	Three academic semesters
Enrollment	5,012 full-time students 9,509 part-time students 14,521 total students
Fees	Full-time - $450 per semester, nine or more semester hours Part-time - $50 per semester hour Out-of-state - $810 per semester, nine or more semester hours Part-time - $90 per semester hour
Admission	Breakers Technical College follows an open admission policy.
Financial Aid	Over fifty percent of BTC students receive some form of financial aid.
Placement	For recent BTC graduates, the overall job placement rate was nearly ninety percent. Eighty-two percent of those employed found jobs related to their BTC studies.
Associate Degree Programs	Accounting Agri-Business Management Automotive Service Management Building Construction Technology Business Management Child Care Services Commercial Art Computer Technology Culinary Arts Drafting and Design Technology Electromechanical Technology Electronics Technology Fashion Merchandising Fire Protection Hotel/Restaurant Management Machine Technology Marketing

	Office Systems Management Police Science Practical Nursing Welding Technology
Technical Certificate Programs	Auto Body Repair Automotive Servicing Building Trades Business Skills Correctional Services Electronics Servicing Emergency Medical Farm Operations Food Preparation Industrial Maintenance Medical Transcription Nurse Assistant Printing Welding
For further information	Contact the Admissions office at Breakers Technical College Main, North, or South Campus.

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Administrators and Faculty Members

FROM: Manager, Community Services

SUBJECT: Cooperative Education Grant

I am pleased to announce that Breakers Technical College has again received federal funding in support of cooperative education activities. This is the third year BTC has received this support. During the past two years, we have involved over fifty employers in cooperative education programs for BTC students. We anticipate employer participation to expand during the third year of the grant and to place ten to twenty students per semester in cooperative employment settings.

Please have your students contact Raul Garcia, our cooperative education coordinator, if they are interested in cooperative work experiences as a part of their studies.

DISTRIBUTION: BTC Administrators and Faculty Members

VPAD-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Dean, Technical Studies

SUBJECT: Technology Transfer Center Report

As chair of the Technology Transfer Committee, I am pleased to provide for your review a draft report focusing on the establishment of a technology transfer center at Breakers Technical College.

I would like to thank the following committee members for the valuable input and assistance in the preparation of this report: Chair, Electronics Technology Department; Chair, Manufacturing Technology Department; Chair, Drafting and Design Technology; and Administrator, South Campus.

Enclosure

DISTRIBUTION: President; Vice President, Administrative Services; Vice President, Academic Services; Vice President, Human Resource Development; Dean, General Studies; Dean, Technical Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus; Technology Transfer Committee

DTS-1

INTERIM REPORT
TECHNOLOGY TRANSFER CENTER COMMITTEE
(discussion paper - do not distribute without prior approval)

INTRODUCTION

Three months ago, the Technology Transfer Center Committee was organized and received a charge from our college president to examine the feasibility of establishing a technology transfer center at Breakers Technical College. This interim report has been prepared as a discussion document to present our progress to date and to obtain responses from college officials. The report is organized into five sections: (1) the need for a center, (2) the current status of technology transfer activities at Breakers Technical College, (3) the proposed center's mission, (4) the proposed center's organization, and (5) possible next steps.

NEED

Several factors point to the need for technical and community colleges to become involved in technology transfer activities. First, numerous reports have revealed that industries must apply the most current forms of technology to their design, production, and distribution systems if they expect to compete in the world marketplace. Second, these same industries have indicated that it is more effective and convenient to develop technologically by linking with local institutions and agencies that can diagnose their technology problems and provide relevant, applied solutions. Finally, the college is in a unique position to provide technology transfer services. Since technology-related content is taught each day, the college already has a technology base to draw from. Additionally, many members of the instructional staff have recent experience in industry and understand how industries operate and how they may be assisted. These factors clearly support the need for technology transfer and point to reasons that Breakers Technical College should consider expanding its activities in this area.

CURRENT STATUS

The college currently provides limited technology transfer services to county firms. During the previous twelve months, the college completed six technology transfer contracts for local companies. The companies receiving service range from a small, ten-employee square dance amplifier production firm, to a plastic kitchenware production firm that employs 120 persons. All of the firms are located within a four mile radius of the BTC south campus.

The committee recently conducted a survey of 178 county firms (82 percent response rate). The study revealed that firms anticipate that over the next twelve months they will need assistance with at least sixty-five different technology-related problems. Collectively, the firms believe seventy-one percent of the problems will be production-related with the remainder approximately equally distributed among the design (15 percent) and distribution (14 percent) areas. A majority of the firms (59 percent) with anticipated technology problems are located within the region of the county served by the south campus, thirty percent within the main campus service region, and eleven percent within the north campus service region.

MISSION

Based on the aforementioned technology transfer need and the college's capability, it is proposed that the college establish a technology transfer center. The center should have as its mission

1. Providing county firms with the most effective solutions to their technological problems.
2. Offering high quality technology transfer services at a reasonable cost.
3. Making available to firms well-qualified technology transfer teams that will effect improvement in a cost effective manner.
4. Providing quality customized training in support of technology transfer activities.

ORGANIZATION

It is proposed that the center be initially staffed by one full-time director, one part-time secretary, and various part-time (via contract) technology transfer team members drawn from the college faculty. Based on results of our survey, we recommend that the center place its initial emphasis on technology transfer in the production area. As center activity begins to grow, emphasis can be expanded into the design and distribution areas.

It is further proposed that the center be located at the college's south campus. This recommendation is based on the large number of projected technology transfer needs within the south campus service region and the location of the south campus in the vicinity of numerous high technology firms. Additionally, the south campus administrator indicates that space can be made available on that campus to house the center director and the secretary. As the center expands to meet anticipated future needs, consideration should be given to constructing a new center building in the industrial park adjacent to the south campus.

NEXT STEPS

Based on the assumption that this report and its recommendations are approved, the committee suggests that the following actions be taken:

1. Establish a technology transfer center steering/advisory committee.
2. Hire a center director and secretary.
3. Identify technology transfer teams from among the college faculty.
4. Train members in ways to efficiently and effectively conduct their activities.
5. Develop and distribute center promotional brochures.
6. Present promotional events related to the center to various industries and civic groups in the area.

There are probably other items to be dealt with as the center develops; however, these are among the most important. The committee members appreciate the opportunity to be involved in this important endeavor and look forward to receiving comments about the report content.

Respectfully submitted,

The Technology Transfer Center Committee

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Tech Prep Project Steering Committee

FROM: Dean, Technical Studies and Director, Midvale Vocational Center Co-Directors, Tech Prep Project

SUBJECT: Our Next Steering Committee Meeting

Our next Tech Prep project steering committee meeting will be held one week from today from 7:30 until 9:00 a.m. in Room 132 at our Administration Building in Midvale. We will discuss progress on the articulation of secondary and postsecondary course offerings in the Food Service and Automotive Maintenance areas.

Please be prepared to provide status reports on your various areas.

DISTRIBUTION: Committee Members: Dean, Technical Studies (BTC); Director, Midvale Vocational Center; Dean, Service Studies (BTC); Dean, Business Studies (BTC); Director, South Haven Vocational Center; Director of Vocational Education, Leaf Valley

cc: Vice President, Academic Services (BTC); Associate Superintendent of Schools, Breakers County; Personnel Director, South Haven Technology, Inc.; President, Leaf Valley Motors, Inc.

DTS-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: State Grant Opportunity

I have just received word that the request for proposals (RFP) for support of gender equity pilot programs will be released in the next week or two. The State Department of Education is funding ten institutions across the state to serve as sites for implementing progressive gender equity practices. Each grant will be funded at the rate of $85,000 the first year and $55,000 the second year. Each site is required to provide a half-time gender equity coordinator as project manager. Sites will be obligated to implement a range of progressive gender equity practices across the institution, including the areas of curriculum, institution, and personnel.

Perhaps we can discuss this potential opportunity at the next management team meeting.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-2

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Dean, Service Studies

FROM: Paul Perez, Head, Transportation Department

SUBJECT: Meeting a Handicapped Student's Needs

It has been brought to my attention that Juan Rodrigez, a first year diesel technology major, is having difficulty understanding written material. Tests conducted by our college counseling staff have revealed that Juan is very bright but has a problem with dyslexia.

If we are to deal successfully with Juan's reading handicap, we must make readers available to Juan at least fifteen hours per week. These can be either volunteer or paid readers. Do you know of any way that we might be able to deal with Juan's problem?

DISTRIBUTION: Dean, Service Studies

DSS-1

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: Public Relations

As you recall, at our last management team meeting I was charged with preparing a new set of guidelines for public relations activities at BTC. These guidelines could include information about speaking on and promoting the college; preparing news releases; developing descriptive course, program, and workshop brochures; and sponsoring various events (e.g., noncredit summer courses for youngsters, Black History month).

If you have any specific areas or items that you feel should be covered in the guidelines, please forward them to me within the next seven days.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-3

DIVERSIFIED MANUFACTURING CORPORATION

Greenburg Plant
Greenburg

Dean, Service Studies
Breakers Technical College
Main Campus
Midvale

Dear Sir:

As you may already know, the DMC Greenburg Plant has recently begun producing VCRs. This is perhaps the only plant in the region that is producing this popular item.

DMC recently decided that a comprehensive service network is essential to our product's success. Since DMC sees a short term training need in this area, we would like Breakers Technical College to consider providing VCR service training for several groups of television maintenance technicians. More specifically, I would like information about training costs based on six, two week training courses for twelve technicians per course. For now, we assume that all courses will be conducted at the BTC main campus. I look forward to receiving your cost estimate.

Sincerely,

Jack Jenkins

Jack Jenkins
Administrator Training and Development

EXT-7

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: BTC Administrators

FROM: Vice President, Administration

SUBJECT: Title Confusion

Although it has been over two months since my title was changed from Vice President, Administrative Services to Vice President, Administration, I am still receiving correspondence addressed to Vice President, Administrative Services. Please remind your staff that my correct title is Vice President, Administration.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-6

SECTION 10

DEAN, TECHNICAL STUDIES

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: President

SUBJECT: Our Next Management Team Meeting

This is to remind you that our next management team meeting will be held in my office at 11:00 a.m. this morning.

Please be prepared to give a brief report about new activities in your area of oversight. Also, I would like to have a discussion about the proposed technology transfer center.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resource Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

PRES-1

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Human Resource Development

SUBJECT: Position Descriptions

Enclosed are copies of the management team position descriptions that were approved at the last BTC board meeting. Please retain these descriptions for future reference.

Enclosures (10)

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resource Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

Position Description

PRESIDENT, BREAKERS TECHNICAL COLLEGE

The president's responsibilities include:

1. Operating the college in accordance with regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.

2. Providing leadership for and administration of the entire technical college operation including:

    - Fiscal planning, facilities, and community services
    - Instructional programs and courses in technical, general, business, and service studies
    - Personnel, student, and safety and health services
    - Outreach programs and services including service to local residents, businesses, and industries
    - Staff, faculty, and administrator recruitment, selection, and development

3. Serving as a representive of the college at county, state, and national activities; meetings; and events.

4. Establishing and maintaining relations with local and state organizations, companies, and agencies.

5. Implementing new programs, courses, and services in response to the evolving economic needs of the county.

6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

VICE PRESIDENT, ACADEMIC SERVICES

The vice president for academic services has the following responsibilities:

1. Overseeing the academic aspects of the college in accordance with state and local regulations, policies, and procedures.
2. Providing oversight for the college's academic programs, courses, and services including
   - Technical Studies
   - General Studies
   - Business Studies
   - Service Studies
3. Providing leadership and administrative oversight for programs, courses, and services offered at the college's north and south campuses.
4. Serving as the college's chief academic officer.
5. Ensuring that programs, courses, and services are offered that are responsive to community economic needs.

Position Description

VICE PRESIDENT, ADMINISTRATION

The responsibilities of the vice president for administration include the following:

1. Overseeing the administration aspects of the college in accordance with state and local regulations, policies, and procedures.
2. Providing leadership and oversight for the college's general administration including
   - Fiscal Services: programming, budgeting, and monitoring
   - Planning Services: short and long range strategic, facilities, and program planning
   - Facilities Services: maintenance, food services, monitoring of services contracts, and facilities services personnel
   - Community Services: economic development, public information, business and industry services
3. Serving as the college fiscal officer.
4. Ensuring that all college fiscal matters are conducted in accordance with state and local policies and guidelines.
5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

VICE PRESIDENT, HUMAN RESOURCE DEVELOPMENT

The vice president for human resource development is responsible for

1. Overseeing the human resource development aspects of the college in accordance with state and local regulations, policies, and procedures.
2. Providing oversight for human resource development activities including
   - Personnel: benefits, compensation, recruitment, employment, contracts and contract negotiation, personnel development
   - Student Services: admissions, registration, placement, career development, student activities, international students, financial aid
   - Safety and Health: student health center, fitness center, safety and health regulation compliance
3. Serving as the college's health and safety officer.
4. Ensuring that all student, faculty, and support staff human resource development needs are met in an efficient and courteous manner.

Position Description

DEAN, BUSINESS STUDIES

The dean of business studies has the following responsibilities:

1. Providing leadership for and administering the business studies component of the college.
2. Overseeing operation of the college's business studies departments including
   - Marketing
   - Office Occupations
   - Business
   - Data Processing
3. Providing oversight for the college microcomputer laboratory and economic development office.
4. Serving as the business studies liaison for the college's north and south campuses.
5. Ensuring that business studies programs, courses, and services are responsive to community economic needs.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

DEAN, GENERAL STUDIES

Responsibilities of the dean of general studies include the following:

1. Providing leadership for and administering the general studies component of the college.
2. Overseeing the college's general studies departments including
   - Mathematics and Science
   - Communication and Social Studies
   - Developmental Studies
   - Learning Support Services
3. Serving as general studies liaison for the college's north and south campuses.
4. Ensuring that general studies courses and services support the technical, business, and services studies degrees and certificates.
5. Ensuring that all students' needs are met in an efficient and courteous manner.
6. Ensuring that learning and developmental studies support is provided to meet the academic mission of the college.

Position Description

DEAN, SERVICE STUDIES

The dean of service studies has the following responsibilities:

1. Providing leadership for and administering the service studies component of the college.
2. Overseeing operation of the college's service studies departments including
    - Health Studies
    - Police and Fire Science Studies
    - Food Science
    - Family Services
3. Serving as the service studies liaison for the college's north and south campuses.
4. Ensuring that service studies programs, courses, and services are responsive to community economic needs.
5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

DEAN, TECHNICAL STUDIES

Responsibilities of the dean of technical studies include

1. Providing leadership for and administering the technical studies component of the college.
2. Overseeing the college's technical studies departments including
   - Agriculture
   - Manufacturing
   - Transportation
   - Art and Graphics
   - Technology
3. Serving as technical studies liaison for the college's north and south campuses.
4. Ensuring that technical studies programs, courses, and services are responsive to community economic needs.
5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

ADMINISTRATOR, NORTH CAMPUS

The administrator of the college's north campus has the following responsibilities:

1. Operating the north campus in accordance with the regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.
2. Providing leadership for and administration of the north campus, including
    - Support Services
    - Counseling Services
    - Business Studies
    - Service Studies
    - General Studies
    - Technical Studies
3. Serving as a college representative at activities, meetings, and events held in the region served by the north campus.
4. Establishing and maintaining relations with organizations, companies, educational institutions, and agencies in the county region served by the north campus.
5. Implementing new initiatives in response to the evolving economic needs of the county region served by the north campus.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

ADMINISTRATOR, SOUTH CAMPUS

The administrator of the college's south campus has the following responsibilities:

1. Operating the south campus in accordance with regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.
2. Providing leadership for and administration of the south campus, including
   - Business Studies
   - Service Studies
   - General Studies
   - Technical Studies
   - Customized Training
   - Support Services
3. Serving as a college representative at activities, meetings, and events held in the region of the county served by the south campus.
4. Establishing and maintaining relations with organizations, companies, educational institutions, and agencies in the county region served by the north campus.
5. Implementing new initiatives in response to the evolving economic needs of the county region served by the north campus.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Human Resource Development

SUBJECT: Organization Charts

Enclosed are copies of the college organization charts that we approved at our meeting last week. Please review them for accuracy and get back to me within the next seven days if you find any errors.

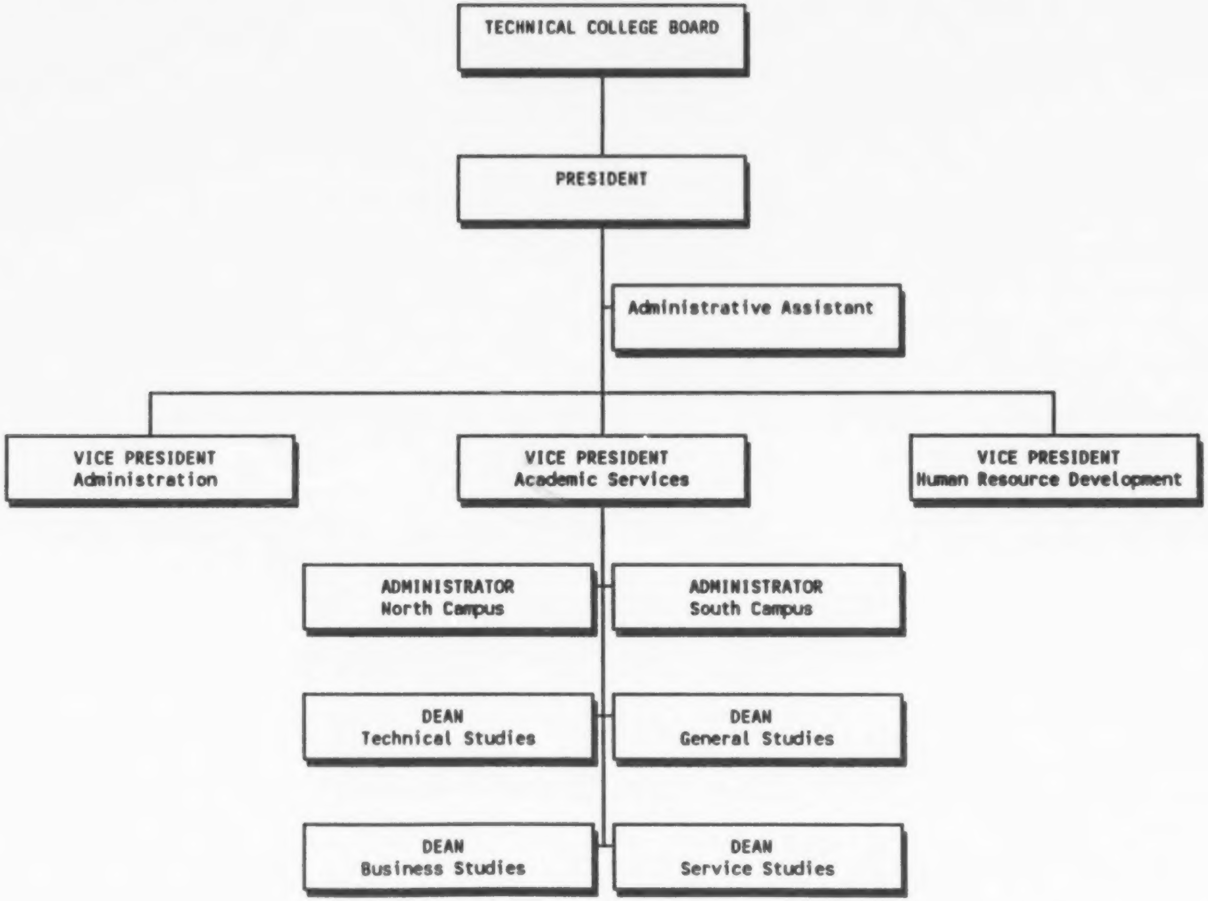
The charts will be included with other descriptive materials in the South Central Accreditation Self Study document.

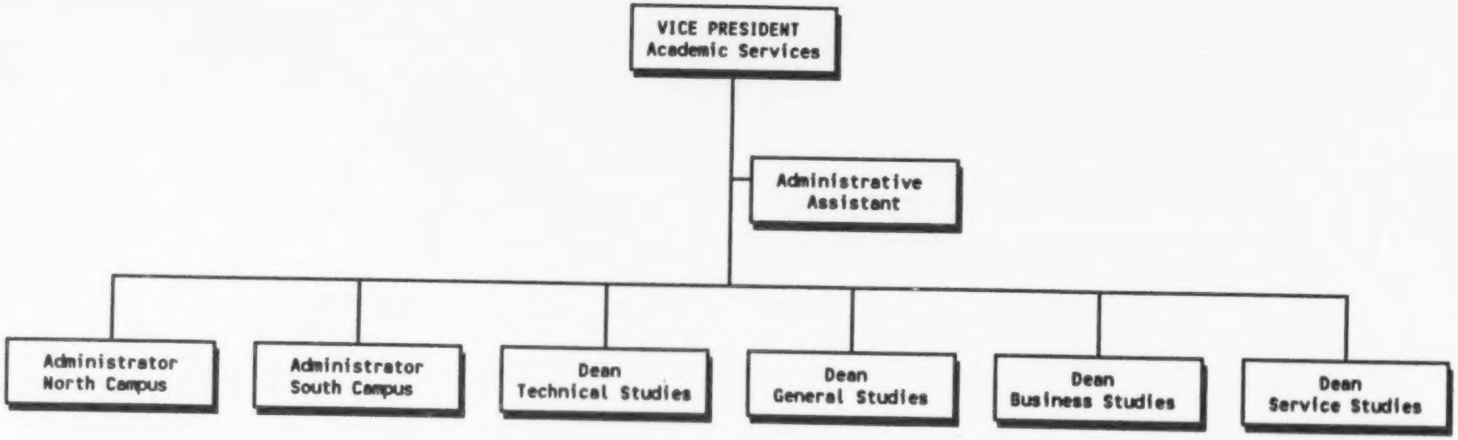
Enclosures

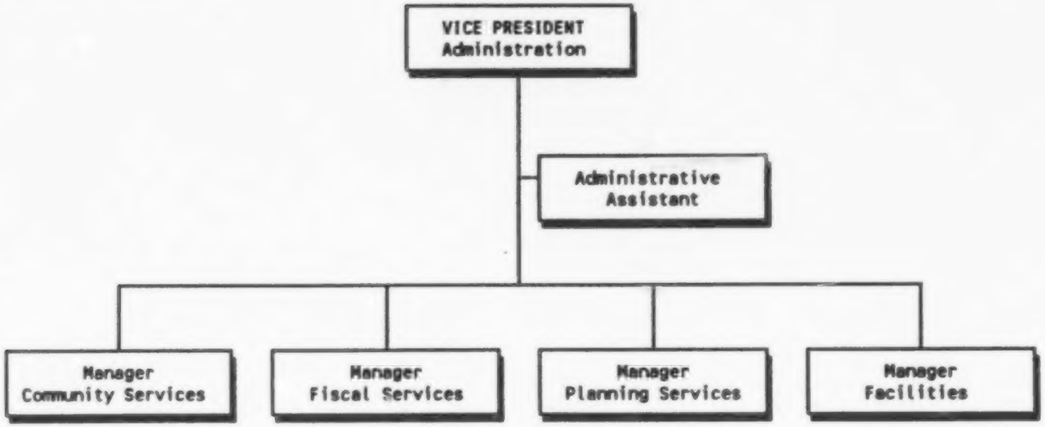
DISTRIBUTION: President; Vice President, Administrative Services; Vice President, Academic Services; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus; Vice President, Human Resource Development

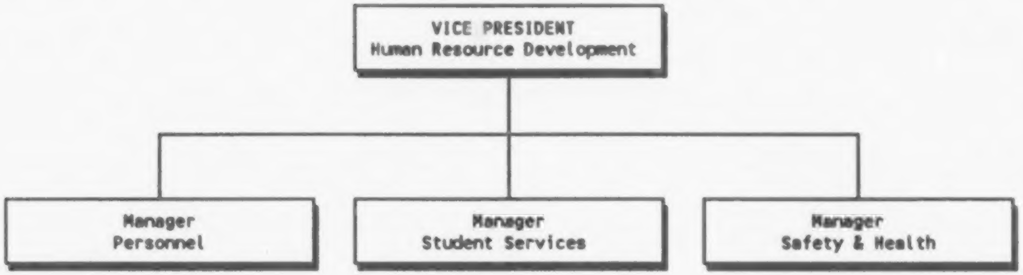
VPHR-1

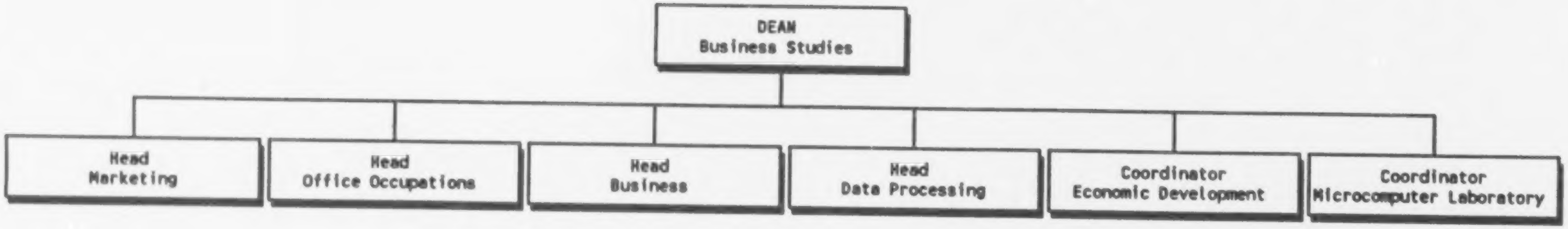
BREAKERS TECHNICAL COLLEGE

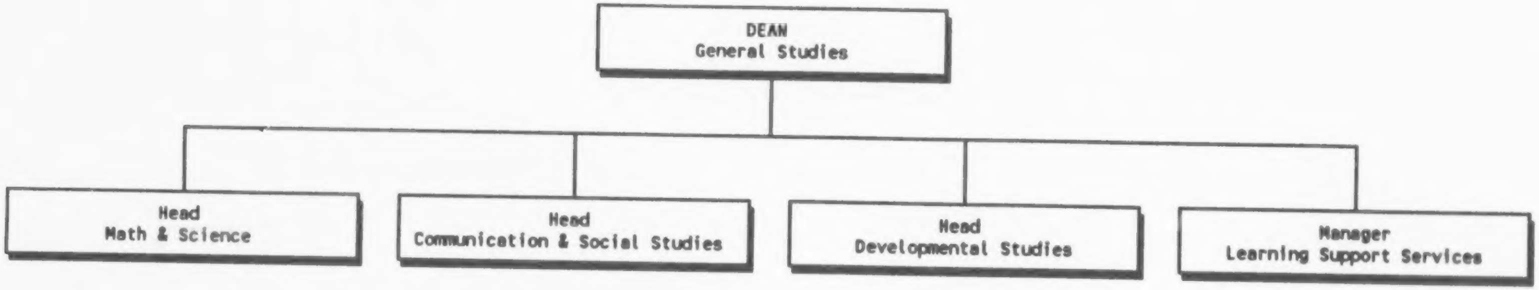

TECHNICAL COLLEGE BOARD
PRESIDENT
Administrative Assistant
VICE PRESIDENT Administration
VICE PRESIDENT Academic Services
VICE PRESIDENT Human Resource Development
ADMINISTRATOR North Campus
ADMINISTRATOR South Campus
DEAN Technical Studies
DEAN General Studies
DEAN Business Studies
DEAN Service Studies

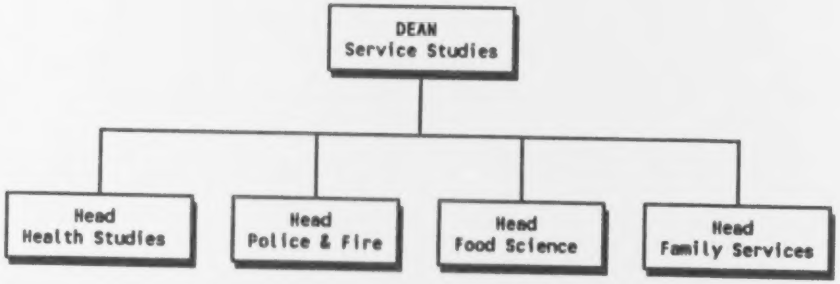

VICE PRESIDENT
Academic Services
Administrative Assistant
Administrator North Campus
Administrator South Campus
Dean Technical Studies
Dean General Studies
Dean Business Studies
Dean Service Studies

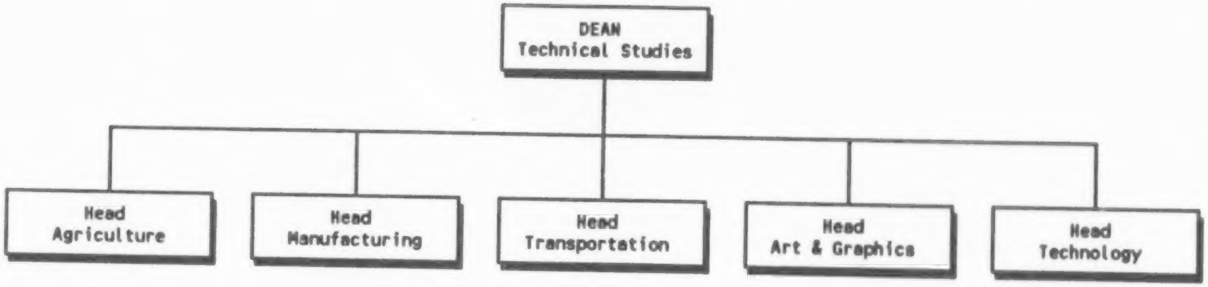

VICE PRESIDENT
Administration
Administrative
Assistant
Manager
Community Services
Manager
Fiscal Services
Manager
Planning Services
Manager
Facilities

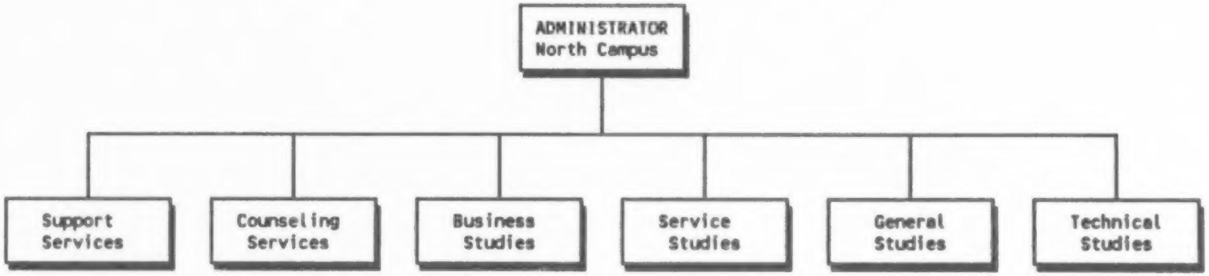

VICE PRESIDENT
Human Resource Development
Manager
Personnel
Manager
Student Services
Manager
Safety & Health

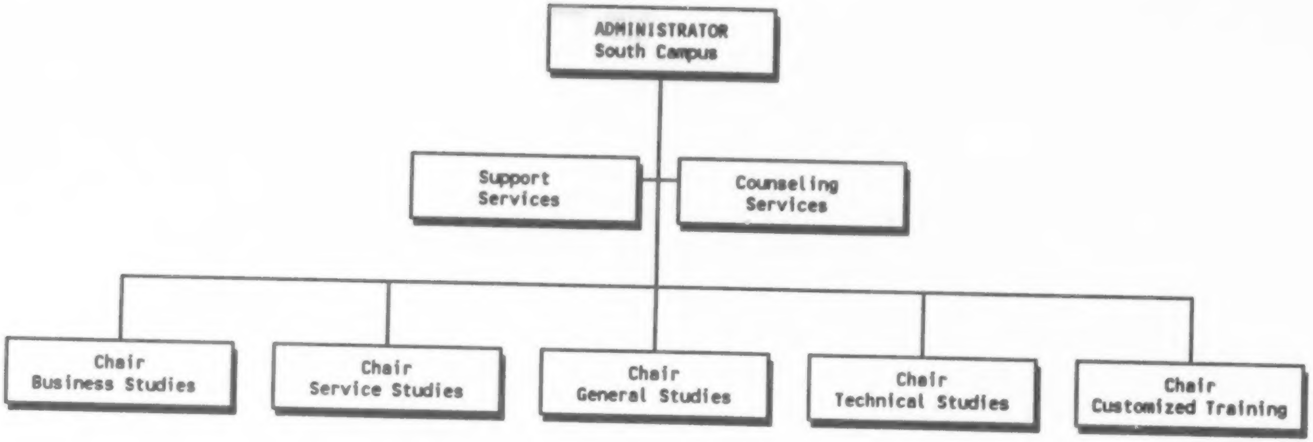

DEAN
Business Studies
Head
Marketing
Head
Office Occupations
Head
Business
Head
Data Processing
Coordinator
Economic Development
Coordinator
Microcomputer Laboratory


DEAN
General Studies
Head
Math & Science
Head
Communication & Social Studies
Head
Developmental Studies
Manager
Learning Support Services


DEAN
Service Studies
Head
Health Studies
Head
Police & Fire
Head
Food Science
Head
Family Services


DEAN
Technical Studies
Head
Agriculture
Head
Manufacturing
Head
Transportation
Head
Art & Graphics
Head
Technology


ADMINISTRATOR
North Campus
Support Services
Counseling Services
Business Studies
Service Studies
General Studies
Technical Studies


ADMINISTRATOR South Campus
Support Services
Counseling Services
Chair Business Studies
Chair Service Studies
Chair General Studies
Chair Technical Studies
Chair Customized Training

445 Carriage Lane
Apartment 4B
Chester

Dean, Technical Studies
Breakers Technical College
Main Campus
Midvale

Dear Dean:

I want to thank everyone for the excellent job you and others did providing me with an education at Breakers Technical College. I especially appreciate the assistance given to me by Melvin Brown, Head of the Art and Graphics Department, and Janice Hamilton, my advisor and commercial art instructor.

Since graduating last May with an AAS degree in Commercial Art, I have obtained employment as a commercial artist with Floormark Greeting Cards, Inc. in Chester. I have already received two raises and recently received the "Artist of the Month Award" for my contributions to a new greeting card line. Without the assistance of you and others at BTC, I never would have been so successful.

Sincerely,

Jason Armstrong

Jason Armstrong

DTS-5

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Dean, Technical Studies

FROM: Head, Manufacturing

SUBJECT: Electrical Problems

Over the past two months, five circuit breakers have popped in our manufacturing labs. Since the problem has continued even though all circuit breakers have been replaced, I recommend that the labs undergo a complete electrical check to isolate the problem.

Should I go through you on this or work directly with the facilities manager?

DISTRIBUTION: Dean, Technical Studies

DTS-6

WINDY BAY TECHNICAL COLLEGE

Main Campus-Surf City Campus-Rockville Campus
Research Rectangle Campus

Dean, Technical Studies
Breakers Technical College
Midvale

Just a note to let you know that your president is one of the finalists for the presidency of Windy Bay Technical college. I know you are very happy with your president, but from what you have said about this individual, we would be happy to steal this person away from your institution.

Give my best to everyone at Breakers!

Sincerely,

Doris Night

Doris Night, Dean
Technical Studies

EXT-15

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Dean, Service Studies; Dean, Business Studies; Dean, Technical Studies

FROM: Dean, General Studies

SUBJECT: Integrating General and Technical Studies

This is just a reminder that I have scheduled the first meeting of the Integration Task Force for 10:00 a.m. tomorrow. The president will be at this meeting to give the committee its charge. If you have any agenda items for the meeting, be sure they reach me by the end of work today.

DISTRIBUTION: President; Dean, Service Studies; Dean, Business Studies; Dean, Technical Studies; Vice President, Academic Services

DGS-1

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Academic Services

SUBJECT: Schedules for Fall Semester Classes

Just a reminder that schedules for fall semester classes are due in my office in just fourteen days. Please remind your department heads and chairpersons of this due date.

As in the past, please submit course information on standard course forms (CI-1). Be sure that all courses are grouped by campus and instructional area. Keep in mind that this is the last time course scheduling information may be submitted on paper. In the future, all information must be submitted electronically using PROFS.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAC-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: New Brochure

Attached is a draft copy of the new BTC brochure to replace the outdated one. It was prepared by our Community Services staff.

Please review the brochure and let me know within the next five days if you identify any errors or oversights. Once the text is accurate, we will add pictures and format the brochure in a professional manner using our desktop publishing software.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

BREAKERS TECHNICAL COLLEGE
AT A GLANCE

Founded	1960
Campuses	Main Campus: Midvale North Campus: Leaf Valley South Campus: South Haven
Accreditation	South Central Association of Colleges and Schools
Degrees	Associate degrees and technical certificates
Calendar	Three academic semesters
Enrollment	5,012 full-time students 9,509 part-time students 14,521 total students
Fees	Full-time - $450 per semester, nine or more semester hours Part-time - $50 per semester hour Out-of-state - $810 per semester, nine or more semester hours Part-time - $90 per semester hour
Admission	Breakers Technical College follows an open admission policy.
Financial Aid	Over fifty percent of BTC students receive some form of financial aid.
Placement	For recent BTC graduates, the overall job placement rate was nearly ninety percent. Eighty-two percent of those employed found jobs related to their BTC studies.
Associate Degree Programs	Accounting Agri-Business Management Automotive Service Management Building Construction Technology Business Management Child Care Services Commercial Art Computer Technology Culinary Arts Drafting and Design Technology Electromechanical Technology Electronics Technology Fashion Merchandising Fire Protection Hotel/Restaurant Management Machine Technology Marketing

	Office Systems Management
	Police Science
	Practical Nursing
	Welding Technology
Technical Certificate Programs	Auto Body Repair
	Automotive Servicing
	Building Trades
	Business Skills
	Correctional Services
	Electronics Servicing
	Emergency Medical
	Farm Operations
	Food Preparation
	Industrial Maintenance
	Medical Transcription
	Nurse Assistant
	Printing
	Welding
For further information	Contact the Admissions office at Breakers Technical College Main, North, or South Campus.

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Administrators and Faculty Members

FROM: Manager, Community Services

SUBJECT: Cooperative Education Grant

I am pleased to announce that Breakers Technical College has again received federal funding in support of cooperative education activities. This is the third year BTC has received this support. During the past two years, we have involved over fifty employers in cooperative education programs for BTC students. We anticipate employer participation to expand during the third year of the grant and to place ten to twenty students per semester in cooperative employment settings.

Please have your students contact Raul Garcia, our cooperative education coordinator, if they are interested in cooperative work experiences as a part of their studies.

DISTRIBUTION: BTC Administrators and Faculty Members

VPAD-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Vice President, Academic Services; Dean, Technical Studies

FROM: President

SUBJECT: Visit With Technical Education Officials from Turkey

Please free up your calendars from 9:00 a.m. until 1:30 p.m. one week from today. At that time we will be visited by two Turkish technical education officials, O. Oliglu, Undersecretary of Technical Education, and N. Fadil, Director of Technical Colleges. They will be accompanied by Eric Rief, Research Rectangle Academy's director of the USAID-funded Turkish technical assistance project. Our visitors will be examining the feasibility of BTC providing technical education studies for 100 to 150 students from Turkey.

I will send you details about Research Rectangle Academy's technical assistance project as soon as Mr. Rief faxes materials to me.

DISTRIBUTION: Vice President, Academic Services; Dean, Technical Studies; Vice President, Administration; President

PRES-3

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Vice President, Administration

FROM: President

SUBJECT: Instrumentation Technology Program

Would you please provide me with details about the proposed instrumentation technology program for the South Campus? Specifically, I need estimates of projected implementation and recurring costs and space needs and information about possibilities of equipment donations.

Please confer with the Dean, Technical Studies, and the Administrator, South Campus, as you prepare the report to be sure their input is included. Since I will be presenting this information to our board tomorrow evening, I need this information by the end of business today.

DISTRIBUTION: President; Vice President, Administration; Dean, Technical Studies; Administrator, South Campus

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Dean, Technical Studies

SUBJECT: Technology Transfer Center Report

As chair of the Technology Transfer Committee, I am pleased to provide for your review a draft report focusing on the establishment of a technology transfer center at Breakers Technical College.

I would like to thank the following committee members for the valuable input and assistance in the preparation of this report: Chair, Electronics Technology Department; Chair, Manufacturing Technology Department; Chair, Drafting and Design Technology; and Administrator, South Campus.

Enclosure

DISTRIBUTION: President; Vice President, Administrative Services; Vice President, Academic Services; Vice President, Human Resource Development; Dean, General Studies; Dean, Technical Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus; Technology Transfer Committee

DTS-1

INTERIM REPORT
TECHNOLOGY TRANSFER CENTER COMMITTEE
(discussion paper - do not distribute without prior approval)

INTRODUCTION

Three months ago, the Technology Transfer Center Committee was organized and received a charge from our college president to examine the feasibility of establishing a technology transfer center at Breakers Technical College. This interim report has been prepared as a discussion document to present our progress to date and to obtain responses from college officials. The report is organized into five sections: (1) the need for a center, (2) the current status of technology transfer activities at Breakers Technical College, (3) the proposed center's mission, (4) the proposed center's organization, and (5) possible next steps.

NEED

Several factors point to the need for technical and community colleges to become involved in technology transfer activities. First, numerous reports have revealed that industries must apply the most current forms of technology to their design, production, and distribution systems if they expect to compete in the world marketplace. Second, these same industries have indicated that it is more effective and convenient to develop technologically by linking with local institutions and agencies that can diagnose their technology problems and provide relevant, applied solutions. Finally, the college is in a unique position to provide technology transfer services. Since technology-related content is taught each day, the college already has a technology base to draw from. Additionally, many members of the instructional staff have recent experience in industry and understand how industries operate and how they may be assisted. These factors clearly support the need for technology transfer and point to reasons that Breakers Technical College should consider expanding its activities in this area.

CURRENT STATUS

The college currently provides limited technology transfer services to county firms. During the previous twelve months, the college completed six technology transfer contracts for local companies. The companies receiving service range from a small, ten-employee square dance amplifier production firm, to a plastic kitchenware production firm that employs 120 persons. All of the firms are located within a four mile radius of the BTC south campus.

The committee recently conducted a survey of 178 county firms (82 percent response rate). The study revealed that firms anticipate that over the next twelve months they will need assistance with at least sixty-five different technology-related problems. Collectively, the firms believe seventy-one percent of the problems will be production-related with the remainder approximately equally distributed among the design (15 percent) and distribution (14 percent) areas. A majority of the firms (59 percent) with anticipated technology problems are located within the region of the county served by the south campus, thirty percent within the main campus service region, and eleven percent within the north campus service region.

MISSION

Based on the aforementioned technology transfer need and the college's capability, it is proposed that the college establish a technology transfer center. The center should have as its mission

1. Providing county firms with the most effective solutions to their technological problems.
2. Offering high quality technology transfer services at a reasonable cost.
3. Making available to firms well-qualified technology transfer teams that will effect improvement in a cost effective manner.
4. Providing quality customized training in support of technology transfer activities.

ORGANIZATION

It is proposed that the center be initially staffed by one full-time director, one part-time secretary, and various part-time (via contract) technology transfer team members drawn from the college faculty. Based on results of our survey, we recommend that the center place its initial emphasis on technology transfer in the production area. As center activity begins to grow, emphasis can be expanded into the design and distribution areas.

It is further proposed that the center be located at the college's south campus. This recommendation is based on the large number of projected technology transfer needs within the south campus service region and the location of the south campus in the vicinity of numerous high technology firms. Additionally, the south campus administrator indicates that space can be made available on that campus to house the center director and the secretary. As the center expands to meet anticipated future needs, consideration should be given to constructing a new center building in the industrial park adjacent to the south campus.

NEXT STEPS

Based on the assumption that this report and its recommendations are approved, the committee suggests that the following actions be taken:

1. Establish a technology transfer center steering/advisory committee.
2. Hire a center director and secretary.
3. Identify technology transfer teams from among the college faculty.
4. Train members in ways to efficiently and effectively conduct their activities.
5. Develop and distribute center promotional brochures.
6. Present promotional events related to the center to various industries and civic groups in the area.

There are probably other items to be dealt with as the center develops; however, these are among the most important. The committee members appreciate the opportunity to be involved in this important endeavor and look forward to receiving comments about the report content.

Respectfully submitted,

The Technology Transfer Center Committee

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Tech Prep Project Steering Committee

FROM: Dean, Technical Studies and Director, Midvale Vocational Center Co-Directors, Tech Prep Project

SUBJECT: Our Next Steering Committee Meeting

Our next Tech Prep project steering committee meeting will be held one week from today from 7:30 until 9:00 a.m. in Room 132 at our Administration Building in Midvale. We will discuss progress on the articulation of secondary and postsecondary course offerings in the Food Service and Automotive Maintenance areas.

Please be prepared to provide status reports on your various areas.

DISTRIBUTION: Committee Members: Dean, Technical Studies (BTC); Director, Midvale Vocational Center; Dean, Service Studies (BTC); Dean, Business Studies (BTC); Director, South Haven Vocational Center; Director of Vocational Education, Leaf Valley

cc: Vice President, Academic Services (BTC); Associate Superintendent of Schools, Breakers County; Personnel Director, South Haven Technology, Inc.; President, Leaf Valley Motors, Inc.

DTS-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: State Grant Opportunity

I have just received word that the request for proposals (RFP) for support of gender equity pilot programs will be released in the next week or two. The State Department of Education is funding ten institutions across the state to serve as sites for implementing progressive gender equity practices. Each grant will be funded at the rate of $85,000 the first year and $55,000 the second year. Each site is required to provide a half-time gender equity coordinator as project manager. Sites will be obligated to implement a range of progressive gender equity practices across the institution, including the areas of curriculum, institution, and personnel.

Perhaps we can discuss this potential opportunity at the next management team meeting.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-2

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: Public Relations

As you recall, at our last management team meeting I was charged with preparing a new set of guidelines for public relations activities at BTC. These guidelines could include information about speaking on and promoting the college; preparing news releases; developing descriptive course, program, and workshop brochures; and sponsoring various events (e.g., noncredit summer courses for youngsters, Black History month).

If you have any specific areas or items that you feel should be covered in the guidelines, please forward them to me within the next seven days.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-3

CANFIELD MANUFACTURING, INC.

Midvale Plant
Midvale

Dean, Technical Studies
Breakers Technical College
Main Campus
Midvale

I enjoyed talking with you at the Rotary Club meeting last week and finding out more about technology transfer activities at Breakers Technical College. At the Canfield Manufacturing Midvale Plant, we have made some progress in reducing the time taken to prepare our production dies but feel our current technology is limiting progress in this area.

Would it be possible to meet with manufacturing specialists from your college and explore the opportunities for identifying technology that will meet our needs? Please let me know when we can meet.

Sincerely,

Cal Clark
Cal Clark
Production Manager

EXT-8

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Dean, Technical Studies

FROM: Janet Justice, Secretary, Technical Studies

SUBJECT: Your Medical Appointment

Your allergist's office called. They needed to reschedule your allergy tests from this week to one week from today, 10:30 a.m. until 12:00 noon. Please let me know if this change is satisfactory.

DISTRIBUTION: Dean, Technical Studies

DTS-3

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Dean, Technical Studies

FROM: Department Head, Electronics

SUBJECT: Equipment Donation

I was talking the other day with Jane Watts, the Vice President for Community Relations at Ohm Corporation. She said that their company is willing to donate twenty instrumentation testing consoles (last year's model) to our department if they will be used in our instrumentation technology program. Except for a few sets of basic electronic testers, I believe these consoles will be about all the equipment we would need to start such a program.

DISTRIBUTION: Dean, Technical Studies

DTS-2

BREAKERS TECHNICAL COLLEGE

Main Campus • North Campus • South Campus

MEMORANDUM

TO: BTC Administrators

FROM: Vice President, Administration

SUBJECT: Title Confusion

Although it has been over two months since my title was changed from Vice President, Administrative Services to Vice President, Administration, I am still receiving correspondence addressed to Vice President, Administrative Services. Please remind your staff that my correct title is Vice President, Administration.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-6

BREAKERS TECHNICAL COLLEGE

Main Campus • North Campus • South Campus

SECTION 11

ADMINISTRATOR, NORTH CAMPUS

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: President

SUBJECT: Our Next Management Team Meeting

This is to remind you that our next management team meeting will be held in my office at 11:00 a.m. this morning.

Please be prepared to give a brief report about new activities in your area of oversight. Also, I would like to have a discussion about the proposed technology transfer center.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resource Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

PRES-1

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Human Resource Development

SUBJECT: Position Descriptions

Enclosed are copies of the management team position descriptions that were approved at the last BTC board meeting. Please retain these descriptions for future reference.

Enclosures (10)

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resource Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPHR-2

Position Description

PRESIDENT, BREAKERS TECHNICAL COLLEGE

The president's responsibilities include:

1. Operating the college in accordance with regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.

2. Providing leadership for and administration of the entire technical college operation including:

    - Fiscal planning, facilities, and community services
    - Instructional programs and courses in technical, general, business, and service studies
    - Personnel, student, and safety and health services
    - Outreach programs and services including service to local residents, businesses, and industries
    - Staff, faculty, and administrator recruitment, selection, and development

3. Serving as a representive of the college at county, state, and national activities; meetings; and events.

4. Establishing and maintaining relations with local and state organizations, companies, and agencies.

5. Implementing new programs, courses, and services in response to the evolving economic needs of the county.

6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

VICE PRESIDENT, ACADEMIC SERVICES

The vice president for academic services has the following responsibilities:

1. Overseeing the academic aspects of the college in accordance with state and local regulations, policies, and procedures.

2. Providing oversight for the college's academic programs, courses, and services including

   - Technical Studies
   - General Studies
   - Business Studies
   - Service Studies

3. Providing leadership and administrative oversight for programs, courses, and services offered at the college's north and south campuses.

4. Serving as the college's chief academic officer.

5. Ensuring that programs, courses, and services are offered that are responsive to community economic needs.

Position Description

VICE PRESIDENT, ADMINISTRATION

The responsibilities of the vice president for administration include the following:

1. Overseeing the administration aspects of the college in accordance with state and local regulations, policies, and procedures.
2. Providing leadership and oversight for the college's general administration including
    - Fiscal Services: programming, budgeting, and monitoring
    - Planning Services: short and long range strategic, facilities, and program planning
    - Facilities Services: maintenance, food services, monitoring of services contracts, and facilities services personnel
    - Community Services: economic development, public information, business and industry services
3. Serving as the college fiscal officer.
4. Ensuring that all college fiscal matters are conducted in accordance with state and local policies and guidelines.
5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

VICE PRESIDENT, HUMAN RESOURCE DEVELOPMENT

The vice president for human resource development is responsible for

1. Overseeing the human resource development aspects of the college in accordance with state and local regulations, policies, and procedures.

2. Providing oversight for human resource development activities including

   - Personnel: benefits, compensation, recruitment, employment, contracts and contract negotiation, personnel development

   - Student Services: admissions, registration, placement, career development, student activities, international students, financial aid

   - Safety and Health: student health center, fitness center, safety and health regulation compliance

3. Serving as the college's health and safety officer.

4. Ensuring that all student, faculty, and support staff human resource development needs are met in an efficient and courteous manner.

Position Description

DEAN, BUSINESS STUDIES

The dean of business studies has the following responsibilities:

1. Providing leadership for and administering the business studies component of the college.
2. Overseeing operation of the college's business studies departments including
    - Marketing
    - Office Occupations
    - Business
    - Data Processing
3. Providing oversight for the college microcomputer laboratory and economic development office.
4. Serving as the business studies liaison for the college's north and south campuses.
5. Ensuring that business studies programs, courses, and services are responsive to community economic needs.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

DEAN, GENERAL STUDIES

Responsibilities of the dean of general studies include the following:

1. Providing leadership for and administering the general studies component of the college.
2. Overseeing the college's general studies departments including
    - Mathematics and Science
    - Communication and Social Studies
    - Developmental Studies
    - Learning Support Services
3. Serving as general studies liaison for the college's north and south campuses.
4. Ensuring that general studies courses and services support the technical, business, and services studies degrees and certificates.
5. Ensuring that all students' needs are met in an efficient and courteous manner.
6. Ensuring that learning and developmental studies support is provided to meet the academic mission of the college.

Position Description

DEAN, SERVICE STUDIES

The dean of service studies has the following responsibilities:

1. Providing leadership for and administering the service studies component of the college.
2. Overseeing operation of the college's service studies departments including
   - Health Studies
   - Police and Fire Science Studies
   - Food Science
   - Family Services
3. Serving as the service studies liaison for the college's north and south campuses.
4. Ensuring that service studies programs, courses, and services are responsive to community economic needs.
5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

DEAN, TECHNICAL STUDIES

Responsibilities of the dean of technical studies include

1. Providing leadership for and administering the technical studies component of the college.
2. Overseeing the college's technical studies departments including
    - Agriculture
    - Manufacturing
    - Transportation
    - Art and Graphics
    - Technology
3. Serving as technical studies liaison for the college's north and south campuses.
4. Ensuring that technical studies programs, courses, and services are responsive to community economic needs.
5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

ADMINISTRATOR, NORTH CAMPUS

The administrator of the college's north campus has the following responsibilities:

1. Operating the north campus in accordance with the regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.
2. Providing leadership for and administration of the north campus, including
    - Support Services
    - Counseling Services
    - Business Studies
    - Service Studies
    - General Studies
    - Technical Studies
3. Serving as a college representative at activities, meetings, and events held in the region served by the north campus.
4. Establishing and maintaining relations with organizations, companies, educational institutions, and agencies in the county region served by the north campus.
5. Implementing new initiatives in response to the evolving economic needs of the county region served by the north campus.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

ADMINISTRATOR, SOUTH CAMPUS

The administrator of the college's south campus has the following responsibilities:

1. Operating the south campus in accordance with regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.
2. Providing leadership for and administration of the south campus, including
   - Business Studies
   - Service Studies
   - General Studies
   - Technical Studies
   - Customized Training
   - Support Services
3. Serving as a college representative at activities, meetings, and events held in the region of the county served by the south campus.
4. Establishing and maintaining relations with organizations, companies, educational institutions, and agencies in the county region served by the north campus.
5. Implementing new initiatives in response to the evolving economic needs of the county region served by the north campus.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Human Resource Development

SUBJECT: Organization Charts

Enclosed are copies of the college organization charts that we approved at our meeting last week. Please review them for accuracy and get back to me within the next seven days if you find any errors.

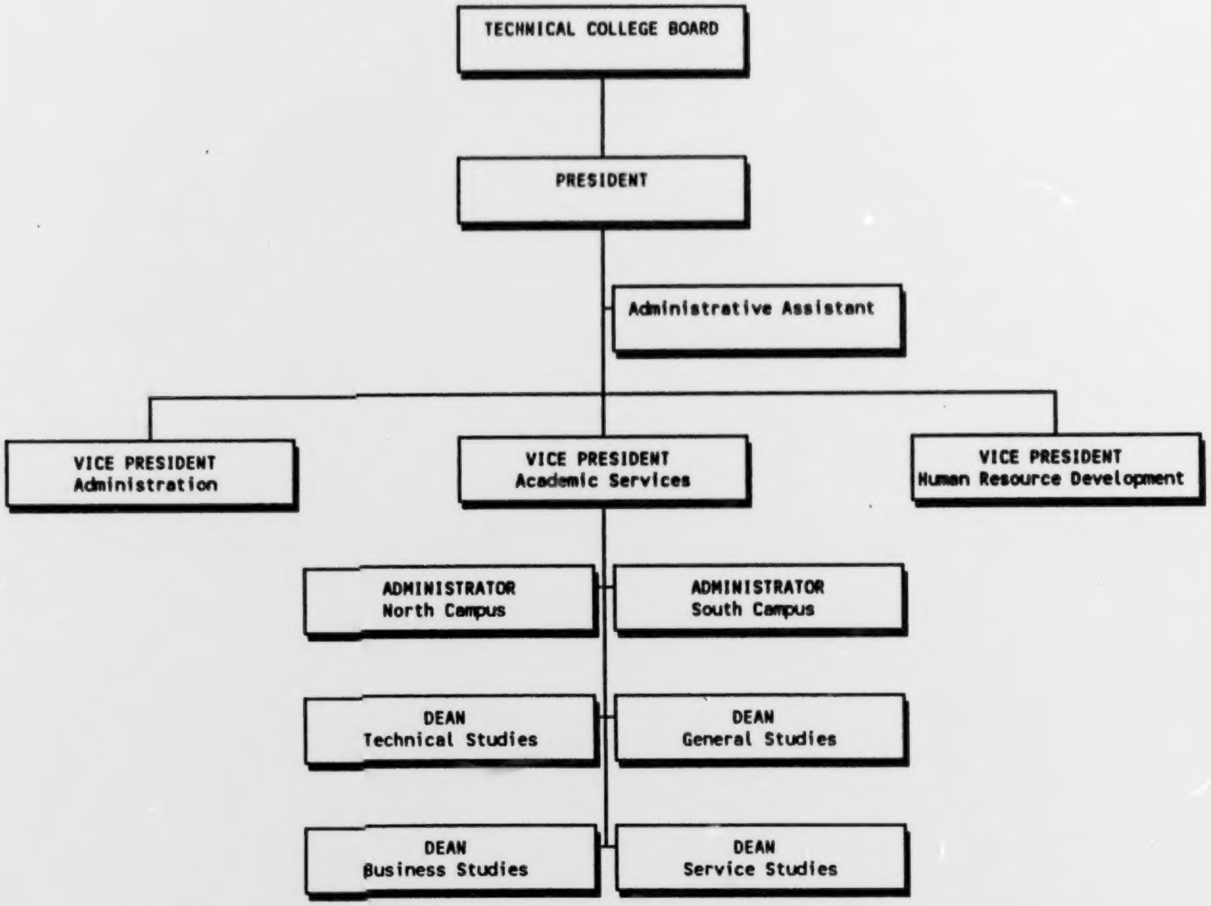
The charts will be included with other descriptive materials in the South Central Accreditation Self Study document.

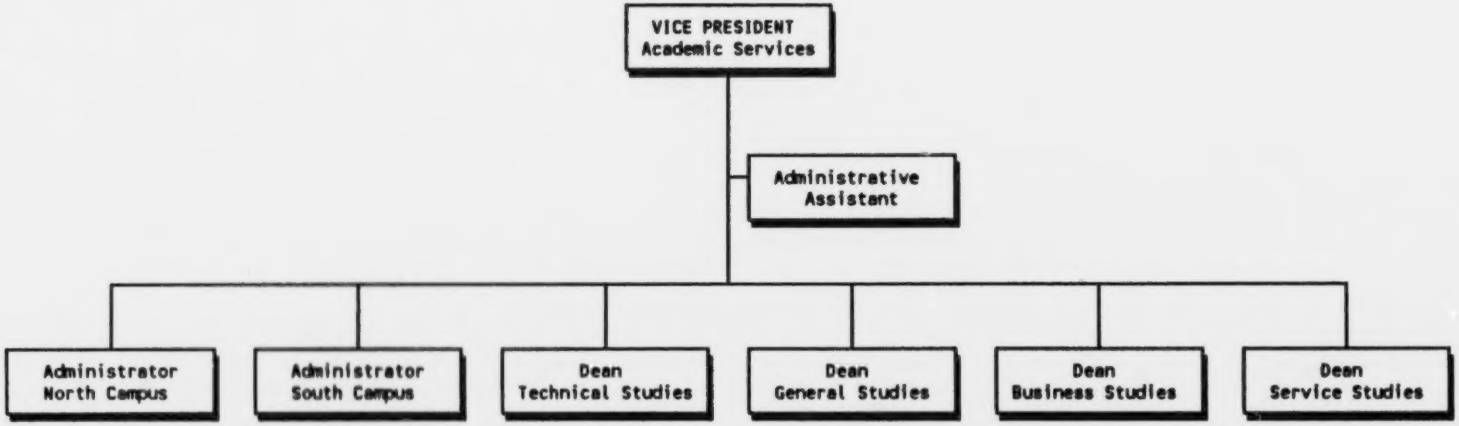
Enclosures

DISTRIBUTION: President; Vice President, Administrative Services; Vice President, Academic Services; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus; Vice President, Human Resource Development

VPHR-1

BREAKERS TECHNICAL COLLEGE


TECHNICAL COLLEGE BOARD
PRESIDENT
Administrative Assistant
VICE PRESIDENT Administration
VICE PRESIDENT Academic Services
VICE PRESIDENT Human Resource Development
ADMINISTRATOR North Campus
ADMINISTRATOR South Campus
DEAN Technical Studies
DEAN General Studies
DEAN Business Studies
DEAN Service Studies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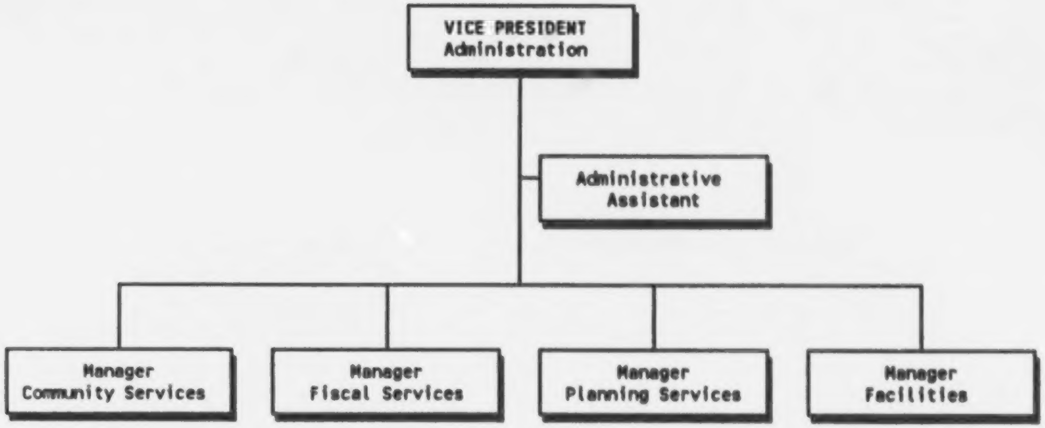
Academic Services
Administrative Assistant
Administrator North Campus
Administrator South Campus
Dean Technical Studies
Dean General Studies
Dean Business Studies
Dean Service Studies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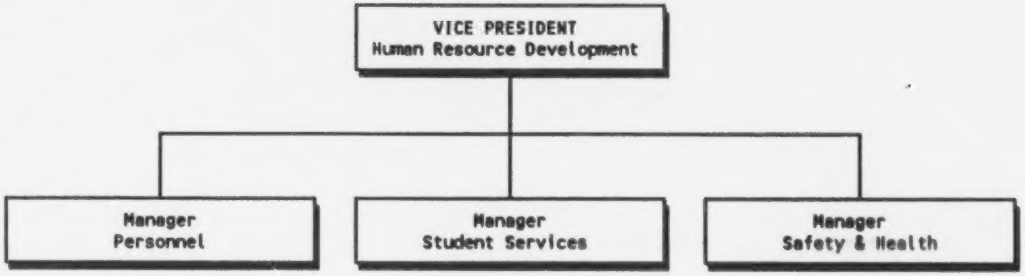
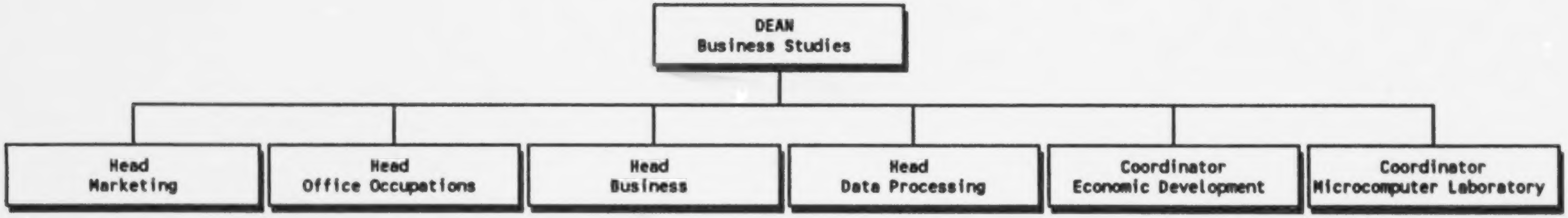
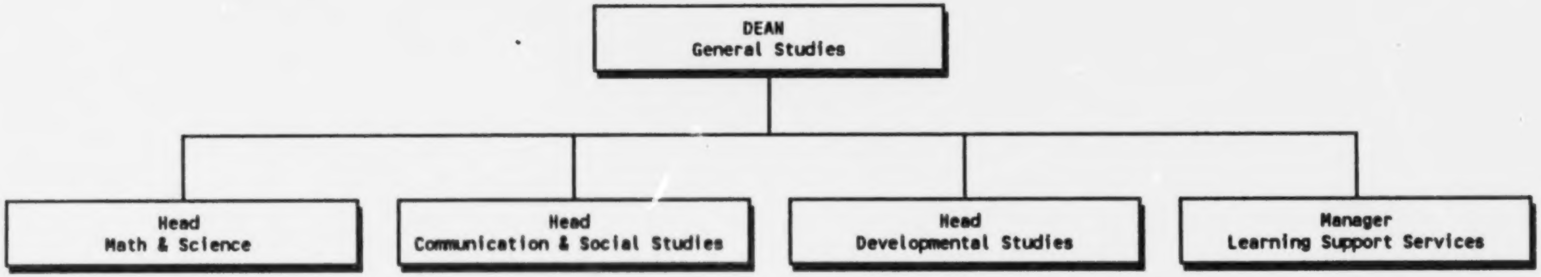
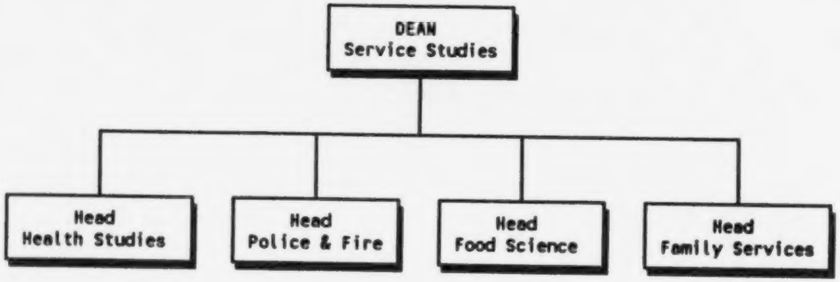
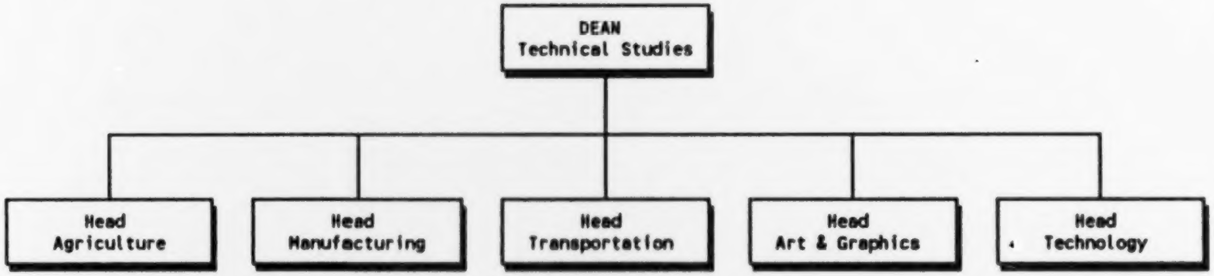
Administration
Administrative Assistant
Manager Community Services
Manager Fiscal Services
Manager Planning Services
Manager Facilities


VICE PRESIDENT
Human Resource Development
Manager
Personnel
Manager
Student Services
Manager
Safety & Health


DEAN
Business Studies
Head
Marketing
Head
Office Occupations
Head
Business
Head
Data Processing
Coordinator
Economic Development
Coordinator
Microcomputer Laboratory


DEAN
General Studies
Head
Math & Science
Head
Communication & Social Studies
Head
Developmental Studies
Manager
Learning Support Services


DEAN
Service Studies
Head
Health Studies
Head
Police & Fire
Head
Food Science
Head
Family Services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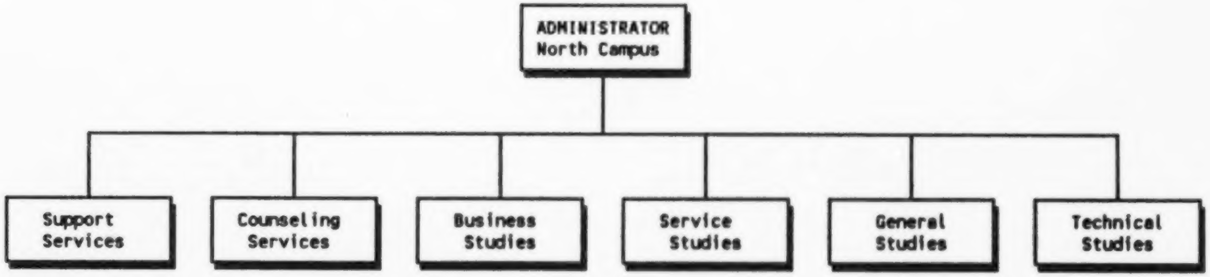
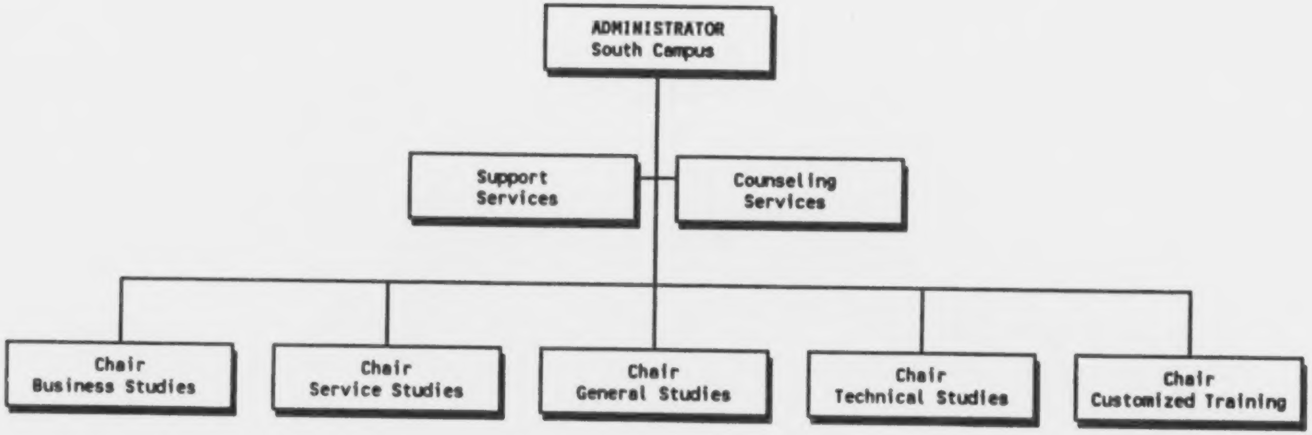
Technical Studies
Head
Agriculture
Head
Manufacturing
Head
Transportation
Head
Art & Graphics
Head
Technology


ADMINISTRATOR
North Campus
Support Services
Counseling Services
Business Studies
Service Studies
General Studies
Technical Studies


ADMINISTRATOR
South Campus
Support Services
Counseling Services
Chair Business Studies
Chair Service Studies
Chair General Studies
Chair Technical Studies
Chair Customized Training

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Administrator, North Campus

FROM: North Campus Secretary

SUBJECT: Holiday Foods Groundbreaking

Jane Stephenson, Manager of the Holiday Foods Leaf Valley Plant, called while you were out of the office. She invited you to be one of the guests of honor at a groundbreaking ceremony for the new addition to their pig production facilities. She also mentioned a need to discuss possible in-plant training opportunities.

The groundbreaking ceremony is scheduled for 3:00 p.m. on Thursday at the Holiday Foods plant. The ceremony will be followed by a reception.

DISTRIBUTION: Administrator, North Campus

ANC-3

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Administrator, North Campus

FROM: Vice President, Academic Services

SUBJECT: Projected Enrollments, North Campus

According to our latest analysis, current and projected enrollments for the BTC North Campus are as follows:

Area	Student FTE Current Year	Projected Student FTE Next Year	% increase or decrease
Marketing	328	340	+ 4
Business	563	585	+ 4
Technical	510	545	+ 7
Service	462	263	- 43
Overall	1863	1733	- 7

The overall decline in enrollment is projected at seven percent. This decline is primarily in agriculture-related service programs. Since this projected enrollment decline could result in faculty reduction, we need to meet and discuss possible personnel implications.

DISTRIBUTION: Administrator, North Campus; Vice President, Human Resource Development; Vice President, Academic Services

VPAC-1

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Academic Services

SUBJECT: Schedules for Fall Semester Classes

Just a reminder that schedules for fall semester classes are due in my office in just fourteen days. Please remind your department heads and chairpersons of this due date.

As in the past, please submit course information on standard course forms (CI-1). Be sure that all courses are grouped by campus and instructional area. Keep in mind that this is the last time course scheduling information may be submitted on paper. In the future, all information must be submitted electronically using PROFS.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAC-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: New Brochure

Attached is a draft copy of the new BTC brochure to replace the outdated one. It was prepared by our Community Services staff.

Please review the brochure and let me know within the next five days if you identify any errors or oversights. Once the text is accurate, we will add pictures and format the brochure in a professional manner using our desktop publishing software.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-5

BREAKERS TECHNICAL COLLEGE
AT A GLANCE

Founded	1960
Campuses	Main Campus: Midvale North Campus: Leaf Valley South Campus: South Haven
Accreditation	South Central Association of Colleges and Schools
Degrees	Associate degrees and technical certificates
Calendar	Three academic semesters
Enrollment	5,012 full-time students 9,509 part-time students 14,521 total students
Fees	Full-time - $450 per semester, nine or more semester hours Part-time - $50 per semester hour Out-of-state - $810 per semester, nine or more semester hours Part-time - $90 per semester hour
Admission	Breakers Technical College follows an open admission policy.
Financial Aid	Over fifty percent of BTC students receive some form of financial aid.
Placement	For recent BTC graduates, the overall job placement rate was nearly ninety percent. Eighty-two percent of those employed found jobs related to their BTC studies.
Associate Degree Programs	Accounting Agri-Business Management Automotive Service Management Building Construction Technology Business Management Child Care Services Commercial Art Computer Technology Culinary Arts Drafting and Design Technology Electromechanical Technology Electronics Technology Fashion Merchandising Fire Protection Hotel/Restaurant Management Machine Technology Marketing

	Office Systems Management Police Science Practical Nursing Welding Technology
Technical Certificate Programs	Auto Body Repair Automotive Servicing Building Trades Business Skills Correctional Services Electronics Servicing Emergency Medical Farm Operations Food Preparation Industrial Maintenance Medical Transcription Nurse Assistant Printing Welding
For further information	Contact the Admissions office at Breakers Technical College Main, North, or South Campus.

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Administrators and Faculty Members

FROM: Manager, Community Services

SUBJECT: Cooperative Education Grant

I am pleased to announce that Breakers Technical College has again received federal funding in support of cooperative education activities. This is the third year BTC has received this support. During the past two years, we have involved over fifty employers in cooperative education programs for BTC students. We anticipate employer participation to expand during the third year of the grant and to place ten to twenty students per semester in cooperative employment settings.

Please have your students contact Raul Garcia, our cooperative education coordinator, if they are interested in cooperative work experiences as a part of their studies.

DISTRIBUTION: BTC Administrators and Faculty Members

VPAD-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Dean, Technical Studies

SUBJECT: Technology Transfer Center Report

As chair of the Technology Transfer Committee, I am pleased to provide for your review a draft report focusing on the establishment of a technology transfer center at Breakers Technical College.

I would like to thank the following committee members for the valuable input and assistance in the preparation of this report: Chair, Electronics Technology Department; Chair, Manufacturing Technology Department; Chair, Drafting and Design Technology; and Administrator, South Campus.

Enclosure

DISTRIBUTION: President; Vice President, Administrative Services; Vice President, Academic Services; Vice President, Human Resource Development; Dean, General Studies; Dean, Technical Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus; Technology Transfer Committee

INTERIM REPORT
TECHNOLOGY TRANSFER CENTER COMMITTEE
(discussion paper - do not distribute without prior approval)

INTRODUCTION

Three months ago, the Technology Transfer Center Committee was organized and received a charge from our college president to examine the feasibility of establishing a technology transfer center at Breakers Technical College. This interim report has been prepared as a discussion document to present our progress to date and to obtain responses from college officials. The report is organized into five sections: (1) the need for a center, (2) the current status of technology transfer activities at Breakers Technical College, (3) the proposed center's mission, (4) the proposed center's organization, and (5) possible next steps.

NEED

Several factors point to the need for technical and community colleges to become involved in technology transfer activities. First, numerous reports have revealed that industries must apply the most current forms of technology to their design, production, and distribution systems if they expect to compete in the world marketplace. Second, these same industries have indicated that it is more effective and convenient to develop technologically by linking with local institutions and agencies that can diagnose their technology problems and provide relevant, applied solutions. Finally, the college is in a unique position to provide technology transfer services. Since technology-related content is taught each day, the college already has a technology base to draw from. Additionally, many members of the instructional staff have recent experience in industry and understand how industries operate and how they may be assisted. These factors clearly support the need for technology transfer and point to reasons that Breakers Technical College should consider expanding its activities in this area.

CURRENT STATUS

The college currently provides limited technology transfer services to county firms. During the previous twelve months, the college completed six technology transfer contracts for local companies. The companies receiving service range from a small, ten-employee square dance amplifier production firm, to a plastic kitchenware production firm that employs 120 persons. All of the firms are located within a four mile radius of the BTC south campus.

The committee recently conducted a survey of 178 county firms (82 percent response rate). The study revealed that firms anticipate that over the next twelve months they will need assistance with at least sixty-five different technology-related problems. Collectively, the firms believe seventy-one percent of the problems will be production-related with the remainder approximately equally distributed among the design (15 percent) and distribution (14 percent) areas. A majority of the firms (59 percent) with anticipated technology problems are located within the region of the county served by the south campus, thirty percent within the main campus service region, and eleven percent within the north campus service region.

MISSION

Based on the aforementioned technology transfer need and the college's capability, it is proposed that the college establish a technology transfer center. The center should have as its mission

1. Providing county firms with the most effective solutions to their technological problems.
2. Offering high quality technology transfer services at a reasonable cost.
3. Making available to firms well-qualified technology transfer teams that will effect improvement in a cost effective manner.
4. Providing quality customized training in support of technology transfer activities.

ORGANIZATION

It is proposed that the center be initially staffed by one full-time director, one part-time secretary, and various part-time (via contract) technology transfer team members drawn from the college faculty. Based on results of our survey, we recommend that the center place its initial emphasis on technology transfer in the production area. As center activity begins to grow, emphasis can be expanded into the design and distribution areas.

It is further proposed that the center be located at the college's south campus. This recommendation is based on the large number of projected technology transfer needs within the south campus service region and the location of the south campus in the vicinity of numerous high technology firms. Additionally, the south campus administrator indicates that space can be made available on that campus to house the center director and the secretary. As the center expands to meet anticipated future needs, consideration should be given to constructing a new center building in the industrial park adjacent to the south campus.

NEXT STEPS

Based on the assumption that this report and its recommendations are approved, the committee suggests that the following actions be taken:

1. Establish a technology transfer center steering/advisory committee.
2. Hire a center director and secretary.
3. Identify technology transfer teams from among the college faculty.
4. Train members in ways to efficiently and effectively conduct their activities.
5. Develop and distribute center promotional brochures.
6. Present promotional events related to the center to various industries and civic groups in the area.

There are probably other items to be dealt with as the center develops; however, these are among the most important. The committee members appreciate the opportunity to be involved in this important endeavor and look forward to receiving comments about the report content.

Respectfully submitted,

The Technology Transfer Center Committee

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Vice President, Administration

FROM: Administrator, North Campus

SUBJECT: Reactions to Brochure

I have read the draft BTC brochure and find the text to be accurate. However, I recall that the last brochure of this type had pictures from high tech areas such as robotics and CAD/CAM. Since agriculture program enrollment at the BTC North Campus has been declining over the past several years, I urge you to include in the brochure several pictures of the agri-business management and farm operations areas. When your staff is ready to take pictures, give me a call and I will personally see that classrooms and students are available.

DISTRIBUTION: Vice President, Administration; Administrator, North Campus

ANC-6

BREAKERS TECHNICAL COLLEGE

Main Campus • North Campus • South Campus

MEMORANDUM

TO: Administrator, North Campus

FROM: Coordinator, Service Studies

SUBJECT: Adjunct Instructor Development Program

Congratulations! The adjunct instructor program that you and your committee proposed really works! The instructor modules available from the American Occupational Association are perfect for our part-timers, and the incentive plan for self-improvement works very well.

We have already noticed that part-time instructors are more considerate and professional, and that they teach classes better. Keep up the good work!

DISTRIBUTION: Administrator, North Campus; Vice President, Academic Services

ANC-5

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Vice President, Academic Services

FROM: Administrator, North Campus

SUBJECT: Potential for Expanding our Prison Program

I visited the other day with Dr. Wil Rawls, State Director of Prison Education. He said that he is quite pleased with the prison education programs we are providing at the Clayburg minimum security facility and wants to know if we are interested in providing GED and technical studies courses at their Rustville facility. He anticipates that approximately 175 prisoners will need some form of education with a breakdown as follows:

GED Studies -	100
Technical Studies -	75

I have some reservations about this expansion because Rustville is a maximum security facility, and we, therefore, may have difficulty finding interested adjunct faculty members. What are your ideas on this potential opportunity?

DISTRIBUTION: Administrator, North Campus; Vice President, Academic Services

ANC-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: State Grant Opportunity

I have just received word that the request for proposals (RFP) for support of gender equity pilot programs will be released in the next week or two. The State Department of Education is funding ten institutions across the state to serve as sites for implementing progressive gender equity practices. Each grant will be funded at the rate of $85,000 the first year and $55,000 the second year. Each site is required to provide a half-time gender equity coordinator as project manager. Sites will be obligated to implement a range of progressive gender equity practices across the institution, including the areas of curriculum, institution, and personnel.

Perhaps we can discuss this potential opportunity at the next management team meeting.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-2

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Vice President, Human Resource Development

FROM: Gail Gordon, President, Faculty Union, North Campus

SUBJECT: Possible Reductions in Enrollments at North Campus

I just heard from a colleague that there may be a problem next school year with North Campus enrollments. In fact, I was told that a memo was released detailing program areas where enrollment decreases may occur and commenting on a possible need to reduce our instructional staff.

As you may recall, our latest union agreement included a clause stating that all information about possible reductions in force would be immediately shared with the Faculty Union officials. I am quite concerned about this possible contract violation and am anxious to receive your explanation of what occurred and how it may affect our instructional staff.

DISTRIBUTION: Vice President, Human Resource Development; Administrator, North Campus

ANC-2

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Vice President, Academic Services

FROM: Administrator, North Campus

SUBJECT: Technology Transfer Center Report

I have just read the report prepared by the Technology Transfer Committee and take issue with the recommendation that the center be located at the South Campus. The rural area served by the North Campus has great potential to be revitalized economically if the center is located here. Our North Campus Advisory Committee has commented many times that a center with a technology-related mission has potential to bring in high-tech businesses and industries and reduce the unemployment rate in the region.

May I meet with you today and discuss this important matter?

DISTRIBUTION: Vice President, Academic Services; Chair, North Campus Advisory Committee; Administrator, North Campus

ANC-1

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: President, Breakers Technical College

FROM: Jane Turner, BTC Board Member

SUBJECT: Technology Transfer Center Committee Report

As the Leaf Valley representative on the BTC Board, I felt it important to convey my disappointment in the Technology Transfer Center Committee report. Although I did not have official access to the report, the North Campus Administrator was kind enough to share a copy of the report with me.

As you know, the committee recommended that the center be located in South Haven. In reality, Leaf Valley needs this center more than any other sector of the county. Also, I have a feeling that the committee was convinced to locate the center in South Haven by the South Campus Director who, I understand, serves on the committee. I hope we can reach a reasonable settlement on all this because I would hate to go public with the real details.

DISTRIBUTION: President; Administrator, North Campus

TCB-2

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: Public Relations

As you recall, at our last management team meeting I was charged with preparing a new set of guidelines for public relations activities at BTC. These guidelines could include information about speaking on and promoting the college; preparing news releases; developing descriptive course, program, and workshop brochures; and sponsoring various events (e.g., noncredit summer courses for youngsters, Black History month).

If you have any specific areas or items that you feel should be covered in the guidelines, please forward them to me within the next seven days.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-3

STUART OWENS & ASSOCIATES, P.A., ARCHITECTS
205 EAST 7TH STREET
MIDVALE

Director, North Campus
Breakers Technical College
Leaf Valley

Dear Director:

As per your request, I have conducted a preliminary asbestos inspection of the North Campus buildings. Considering the age of several buildings, it appears that there are potential problems with building materials containing asbestos. To determine the exact extent of this potential problem, a detailed inspection and analysis of all building materials should be conducted. Based on my preliminary inspection, the greatest potentials for friable asbestos are

1. steam pipe insulation material exposed to the interior air environment (Technology Building)
2. ceiling finish materials and insulation (Technology Building)
3. floor tile (Administration Building, Technology Building)

Since the Environmental Protection Agency (EPA) has strict procedures regarding asbestos removal and abatement, the cost of this work is usually quite expensive. Accurate estimated costs cannot be given until the exact extent of asbestos in the buildings is determined. Projects of this type typically cost from $1.00 to $2.00 per square foot.

Please let me know if I may be of further service. I will be pleased to assist you in obtaining a detailed analysis of the situation. Upon completion of this analysis, we are prepared to assist you with preparing bidding documents and specifications for this work.

Sincerely,

Stu
Stuart Owens, PA

EXT-12

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: BTC Administrators

FROM: Vice President, Administration

SUBJECT: Title Confusion

Although it has been over two months since my title was changed from Vice President, Administrative Services to Vice President, Administration, I am still receiving correspondence addressed to Vice President, Administrative Services. Please remind your staff that my correct title is Vice President, Administration.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-6

SECTION 12

ADMINISTRATOR, SOUTH CAMPUS

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: President

SUBJECT: Our Next Management Team Meeting

This is to remind you that our next management team meeting will be held in my office at 11:00 a.m. this morning.

Please be prepared to give a brief report about new activities in your area of oversight. Also, I would like to have a discussion about the proposed technology transfer center.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resource Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

PRES-1

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Human Resource Development

SUBJECT: Position Descriptions

Enclosed are copies of the management team position descriptions that were approved at the last BTC board meeting. Please retain these descriptions for future reference.

Enclosures (10)

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resource Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

Position Description

PRESIDENT, BREAKERS TECHNICAL COLLEGE

The president's responsibilities include:

1. Operating the college in accordance with regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.
2. Providing leadership for and administration of the entire technical college operation including:
    - Fiscal planning, facilities, and community services
    - Instructional programs and courses in technical, general, business, and service studies
    - Personnel, student, and safety and health services
    - Outreach programs and services including service to local residents, businesses, and industries
    - Staff, faculty, and administrator recruitment, selection, and development
3. Serving as a representive of the college at county, state, and national activities; meetings; and events.
4. Establishing and maintaining relations with local and state organizations, companies, and agencies.
5. Implementing new programs, courses, and services in response to the evolving economic needs of the county.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

VICE PRESIDENT, ACADEMIC SERVICES

The vice president for academic services has the following responsibilities:

1. Overseeing the academic aspects of the college in accordance with state and local regulations, policies, and procedures.

2. Providing oversight for the college's academic programs, courses, and services including

    - Technical Studies
    - General Studies
    - Business Studies
    - Service Studies

3. Providing leadership and administrative oversight for programs, courses, and services offered at the college's north and south campuses.

4. Serving as the college's chief academic officer.

5. Ensuring that programs, courses, and services are offered that are responsive to community economic needs.

Position Description

VICE PRESIDENT, ADMINISTRATION

The responsibilities of the vice president for administration include the following:

1. Overseeing the administration aspects of the college in accordance with state and local regulations, policies, and procedures.
2. Providing leadership and oversight for the college's general administration including
    - Fiscal Services: programming, budgeting, and monitoring
    - Planning Services: short and long range strategic, facilities, and program planning
    - Facilities Services: maintenance, food services, monitoring of services contracts, and facilities services personnel
    - Community Services: economic development, public information, business and industry services
3. Serving as the college fiscal officer.
4. Ensuring that all college fiscal matters are conducted in accordance with state and local policies and guidelines.
5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

VICE PRESIDENT, HUMAN RESOURCE DEVELOPMENT

The vice president for human resource development is responsible for

1. Overseeing the human resource development aspects of the college in accordance with state and local regulations, policies, and procedures.
2. Providing oversight for human resource development activities including
    - Personnel: benefits, compensation, recruitment, employment, contracts and contract negotiation, personnel development
    - Student Services: admissions, registration, placement, career development, student activities, international students, financial aid
    - Safety and Health: student health center, fitness center, safety and health regulation compliance
3. Serving as the college's health and safety officer.
4. Ensuring that all student, faculty, and support staff human resource development needs are met in an efficient and courteous manner.

Position Description

DEAN, BUSINESS STUDIES

The dean of business studies has the following responsibilities:

1. Providing leadership for and administering the business studies component of the college.
2. Overseeing operation of the college's business studies departments including
    - Marketing
    - Office Occupations
    - Business
    - Data Processing
3. Providing oversight for the college microcomputer laboratory and economic development office.
4. Serving as the business studies liaison for the college's north and south campuses.
5. Ensuring that business studies programs, courses, and services are responsive to community economic needs.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

DEAN, GENERAL STUDIES

Responsibilities of the dean of general studies include the following:

1. Providing leadership for and administering the general studies component of the college.
2. Overseeing the college's general studies departments including
    - Mathematics and Science
    - Communication and Social Studies
    - Developmental Studies
    - Learning Support Services
3. Serving as general studies liaison for the college's north and south campuses.
4. Ensuring that general studies courses and services support the technical, business, and services studies degrees and certificates.
5. Ensuring that all students' needs are met in an efficient and courteous manner.
6. Ensuring that learning and developmental studies support is provided to meet the academic mission of the college.

Position Description

DEAN, SERVICE STUDIES

The dean of service studies has the following responsibilities:

1. Providing leadership for and administering the service studies component of the college.
2. Overseeing operation of the college's service studies departments including
   - Health Studies
   - Police and Fire Science Studies
   - Food Science
   - Family Services
3. Serving as the service studies liaison for the college's north and south campuses.
4. Ensuring that service studies programs, courses, and services are responsive to community economic needs.
5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

DEAN, TECHNICAL STUDIES

Responsibilities of the dean of technical studies include

1. Providing leadership for and administering the technical studies component of the college.
2. Overseeing the college's technical studies departments including
   - Agriculture
   - Manufacturing
   - Transportation
   - Art and Graphics
   - Technology
3. Serving as technical studies liaison for the college's north and south campuses.
4. Ensuring that technical studies programs, courses, and services are responsive to community economic needs.
5. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

ADMINISTRATOR, NORTH CAMPUS

The administrator of the college's north campus has the following responsibilities:

1. Operating the north campus in accordance with the regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.
2. Providing leadership for and administration of the north campus, including
   - Support Services
   - Counseling Services
   - Business Studies
   - Service Studies
   - General Studies
   - Technical Studies
3. Serving as a college representative at activities, meetings, and events held in the region served by the north campus.
4. Establishing and maintaining relations with organizations, companies, educational institutions, and agencies in the county region served by the north campus.
5. Implementing new initiatives in response to the evolving economic needs of the county region served by the north campus.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

Position Description

ADMINISTRATOR, SOUTH CAMPUS

The administrator of the college's south campus has the following responsibilities:

1. Operating the south campus in accordance with regulations, policies, and procedures set forth by the State Technical College System and the college Board of Trustees.
2. Providing leadership for and administration of the south campus, including
    - Business Studies
    - Service Studies
    - General Studies
    - Technical Studies
    - Customized Training
    - Support Services
3. Serving as a college representative at activities, meetings, and events held in the region of the county served by the south campus.
4. Establishing and maintaining relations with organizations, companies, educational institutions, and agencies in the county region served by the north campus.
5. Implementing new initiatives in response to the evolving economic needs of the county region served by the north campus.
6. Ensuring that all clients' needs are met in an efficient and courteous manner.

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Human Resource Development

SUBJECT: Organization Charts

Enclosed are copies of the college organization charts that we approved at our meeting last week. Please review them for accuracy and get back to me within the next seven days if you find any errors.

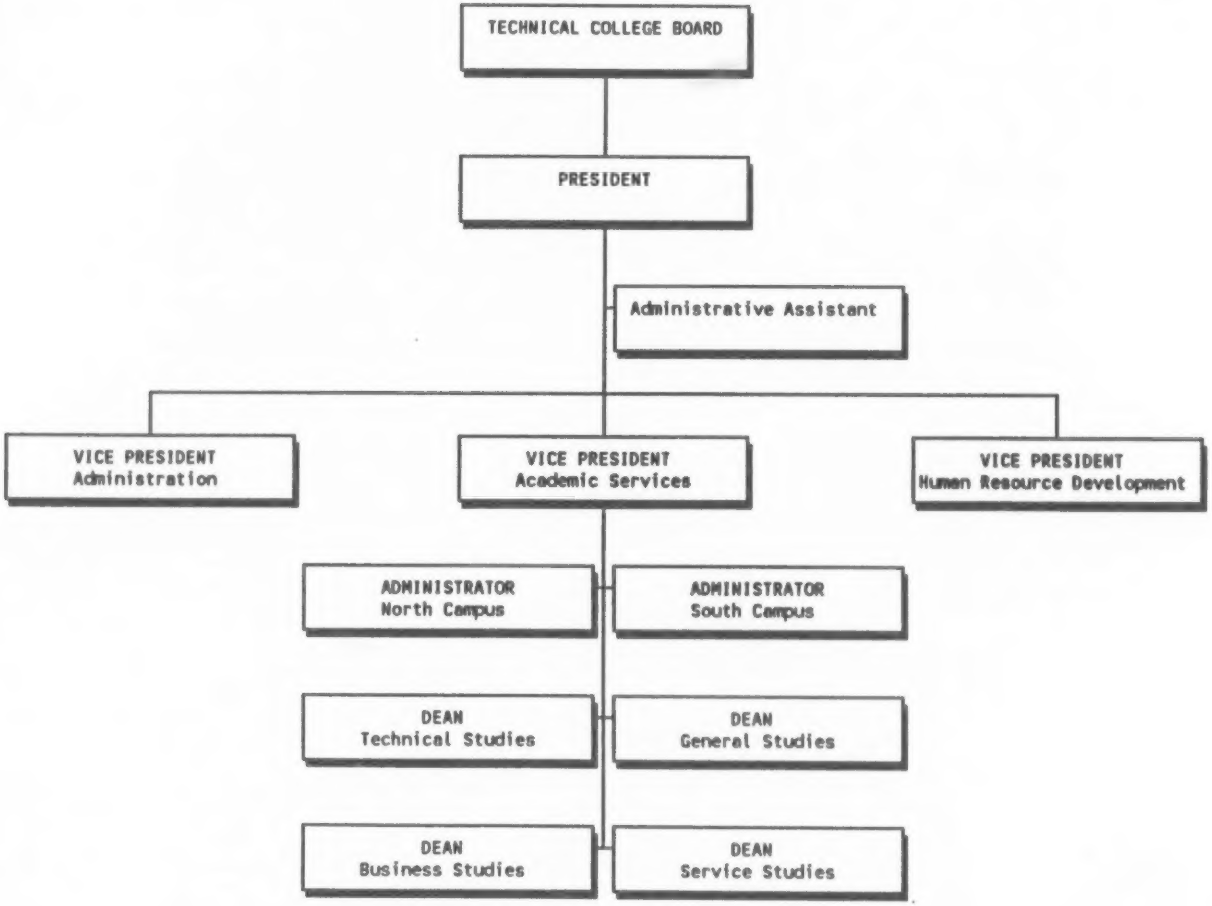
The charts will be included with other descriptive materials in the South Central Accreditation Self Study document.

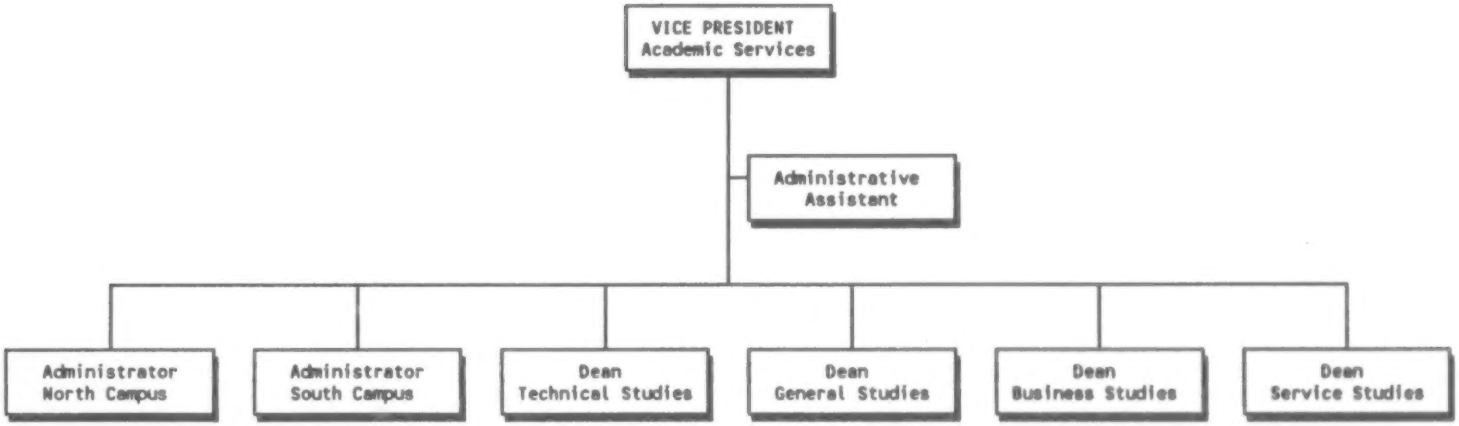
Enclosures

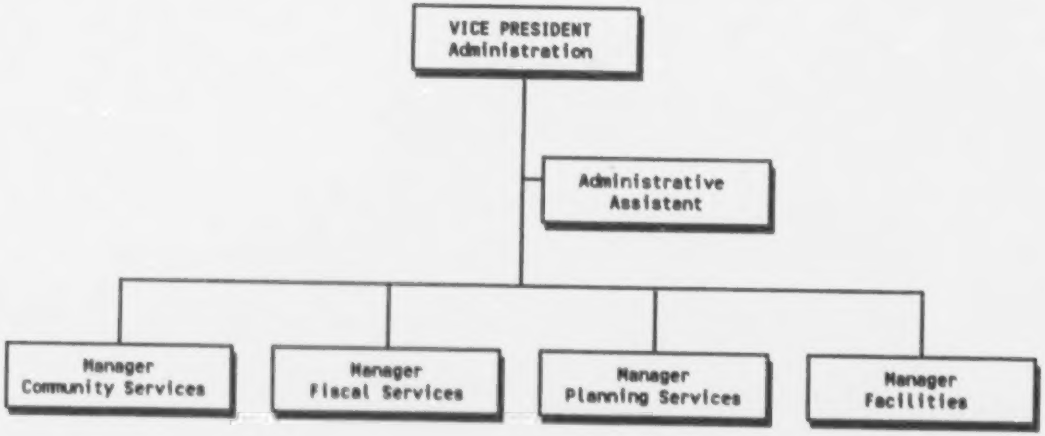
DISTRIBUTION: President; Vice President, Administrative Services; Vice President, Academic Services; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus; Vice President, Human Resource Development

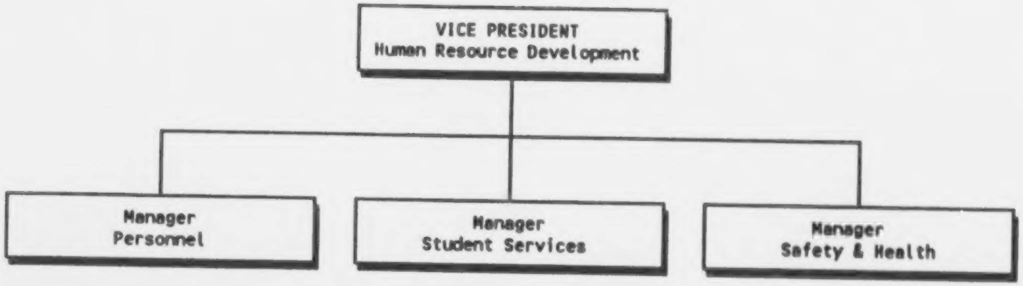
VPHR-1

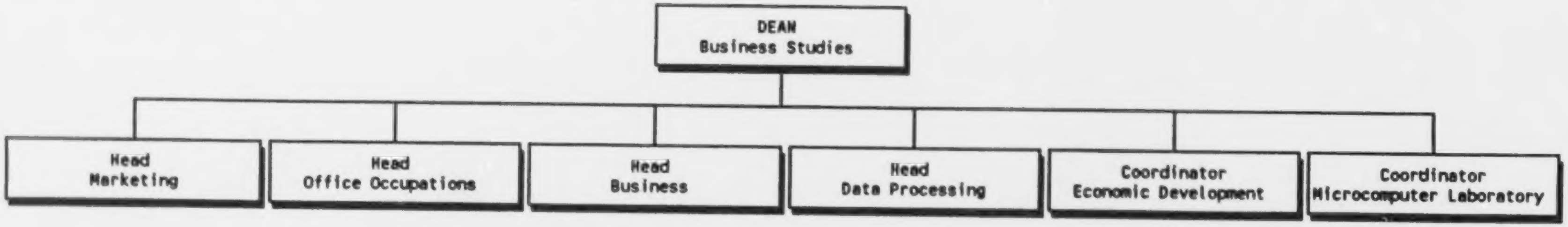
BREAKERS TECHNICAL COLLEGE

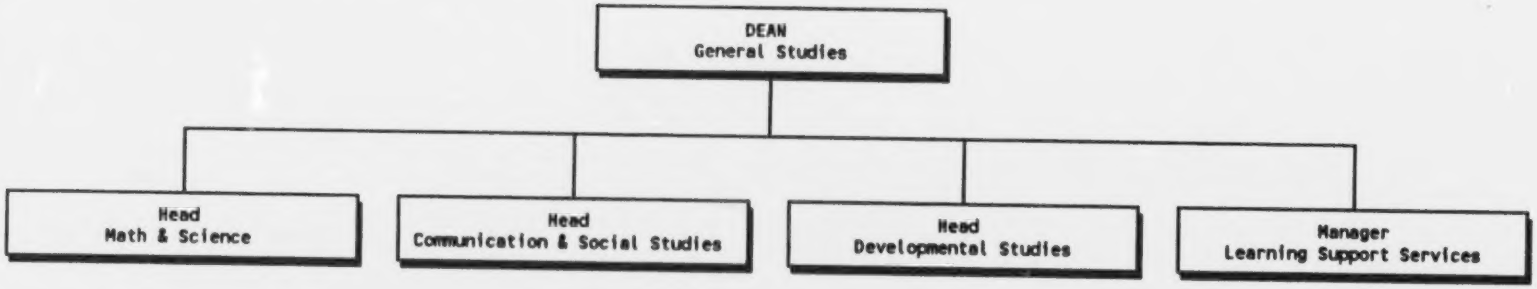

TECHNICAL COLLEGE BOARD
PRESIDENT
Administrative Assistant
VICE PRESIDENT Administration
VICE PRESIDENT Academic Services
VICE PRESIDENT Human Resource Development
ADMINISTRATOR North Campus
ADMINISTRATOR South Campus
DEAN Technical Studies
DEAN General Studies
DEAN Business Studies
DEAN Service Studies

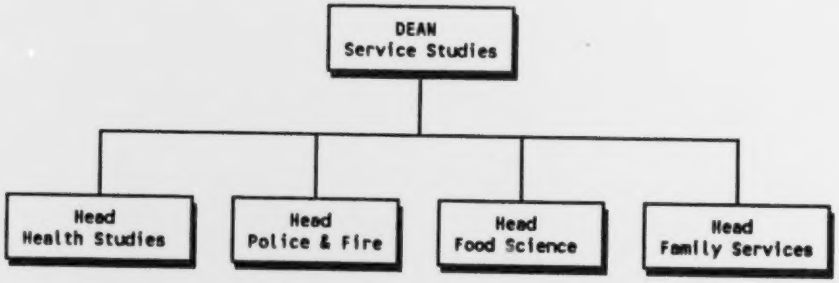

VICE PRESIDENT
Academic Services
Administrative Assistant
Administrator North Campus
Administrator South Campus
Dean Technical Studies
Dean General Studies
Dean Business Studies
Dean Service Studies

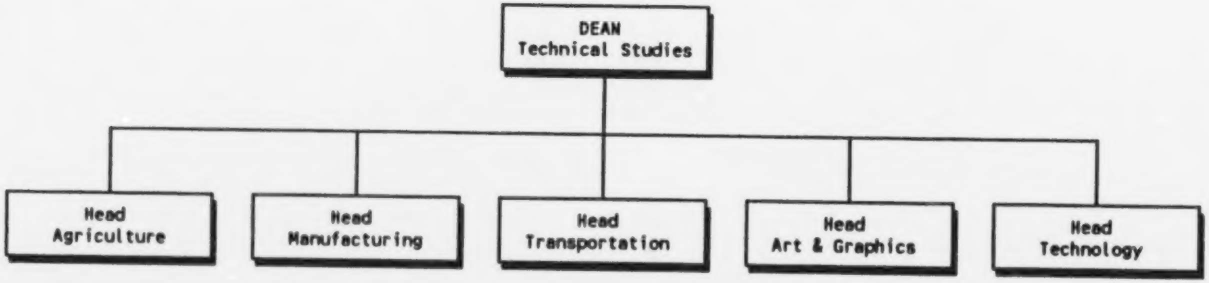

VICE PRESIDENT
Administration
Administrative
Assistant
Manager
Community Services
Manager
Fiscal Services
Manager
Planning Services
Manager
Facilities


VICE PRESIDENT
Human Resource Development
Manager
Personnel
Manager
Student Services
Manager
Safety & Health


DEAN
Business Studies
Head
Marketing
Head
Office Occupations
Head
Business
Head
Data Processing
Coordinator
Economic Development
Coordinator
Microcomputer Laboratory


DEAN
General Studies
Head
Math & Science
Head
Communication & Social Studies
Head
Developmental Studies
Manager
Learning Support Services


DEAN
Service Studies
Head
Health Studies
Head
Police & Fire
Head
Food Science
Head
Family Services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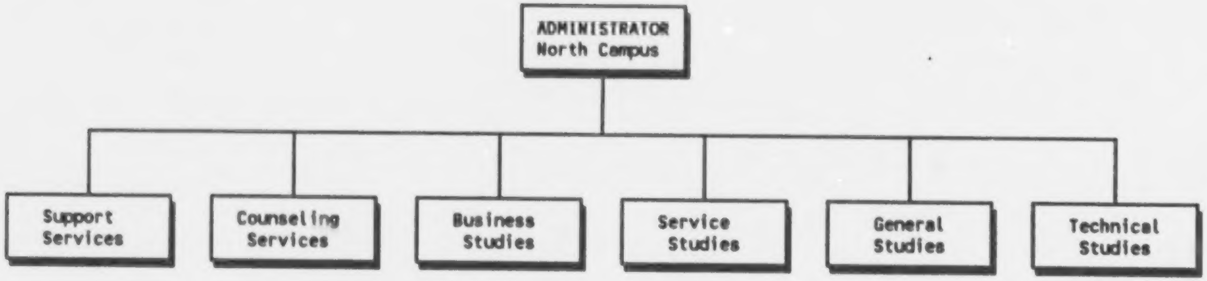
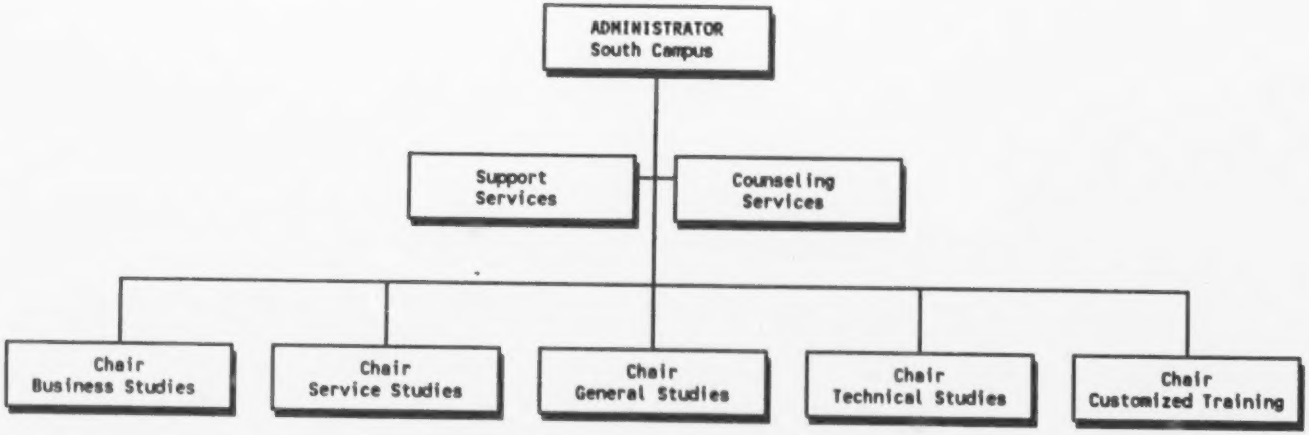
Technical Studies
Head
Agriculture
Head
Manufacturing
Head
Transportation
Head
Art & Graphics
Head
Technology


ADMINISTRATOR
North Campus
Support Services
Counseling Services
Business Studies
Service Studies
General Studies
Technical Studies


ADMINISTRATOR
South Campus
Support Services
Counseling Services
Chair Business Studies
Chair Service Studies
Chair General Studies
Chair Technical Studies
Chair Customized Training

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Administrator, South Campus

FROM: Director, Counseling Services, South Campus

SUBJECT: Drug Use on Campus

I was just informed by Sharon Sharpes, our new Marketing instructor, that she suspected several students in her international marketing class of taking drugs in their automobile just prior to the start of class. The four students she suspected all seemed to smell of "pot" and, when confronted, one female student admitted that they had been smoking pot in another student's car.

Sharon and I are concerned about this drug use on campus and want to know what we should do to get to the bottom of this situation.

DISTRIBUTION: Administrator, South Campus

ASC-3

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Administrator, South Campus

FROM: Administrative Assistant, South Campus

SUBJECT: Facilities Survey, Instrumentation Technology Program

I have conducted a facilities survey for the proposed instrumentation technology program. Here are my findings:

1. The foundry and pattern making program that is closing out at the end of this school year has sufficient square footage to house an instrumentation technology lab for twenty-two students.
2. It will cost approximately $4,000.00 to remove the old equipment and reconfigure the area for instrumentation technology. This includes new paint on all walls.
3. An additional $3,500.00 must be spent on electrical wiring for the lab. We will need a set of special circuit breakers, surge protectors,and bench and wall wiring.

DISTRIBUTION: Administrator, South Campus

ASC-1

SOUTH HAVEN HIGH SCHOOL

South Haven

Administrator, South Campus
Breakers Technical College
South Haven

Dear Sir:

We certainly enjoyed the "Future of Tech Prep" presentation you gave to our faculty members last week. Several faculty members at South Haven High School feel it is a good time to begin establishing Tech Prep programs.

Will you be available sometime next week to meet with the South Haven High marketing, agriculture, auto body, and electronics instructors to discuss ways we might work together to establish Tech Prep programs in their areas?

I look forward to hearing from you.

Sincerely,

Clint Reedy

Clint Reedy, Principal
South Haven High School

EXT-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Administrator, South Campus

FROM: Vice President, Academic Services

SUBJECT: Projected Enrollments, South Campus

According to our latest analysis, current and projected enrollments for the BTC South Campus are as follows:

Area	Student FTE Current Year	Projected Student FTE Next Year	% increase or decrease
Marketing	827	835	+ 1
Business	732	740	+ 1
Technical	940	1050	+12
Service	628	620	- 1
Overall	3127	3245	+ 4

The projected enrollment increase is primarily in the high technology programs (design technology, machine technology). Since we may need to hire additional faculty to teach in these programs, we need to meet at your earliest convenience to discuss staffing implications.

DISTRIBUTION: Administrator, South Campus; Vice President, Human Resource Development; Vice President, Academic Services

VPAC-2

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Academic Services

SUBJECT: Schedules for Fall Semester Classes

Just a reminder that schedules for fall semester classes are due in my office in just fourteen days. Please remind your department heads and chairpersons of this due date.

As in the past, please submit course information on standard course forms (CI-1). Be sure that all courses are grouped by campus and instructional area. Keep in mind that this is the last time course scheduling information may be submitted on paper. In the future, all information must be submitted electronically using PROFS.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAC-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Vice President, Administration

FROM: Administrator, South Campus

SUBJECT: Draft of New Brochure

I have examined the draft brochure and find the text to be satisfactory. Your staff members have done an outstanding job. I hope we can continue to use photographs from high tech programs in the brochure. The emphasis on high tech programs has had a very positive impact on enrollment at the South Campus.

DISTRIBUTION: Vice President, Administration; Administrator, South Campus

ASC-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: New Brochure

Attached is a draft copy of the new BTC brochure to replace the outdated one. It was prepared by our Community Services staff.

Please review the brochure and let me know within the next five days if you identify any errors or oversights. Once the text is accurate, we will add pictures and format the brochure in a professional manner using our desktop publishing software.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-5

BREAKERS TECHNICAL COLLEGE AT A GLANCE

Founded	1960
Campuses	Main Campus: Midvale North Campus: Leaf Valley South Campus: South Haven
Accreditation	South Central Association of Colleges and Schools
Degrees	Associate degrees and technical certificates
Calendar	Three academic semesters
Enrollment	5,012 full-time students 9,509 part-time students 14,521 total students
Fees	Full-time - $450 per semester, nine or more semester hours Part-time - $50 per semester hour Out-of-state - $810 per semester, nine or more semester hours Part-time - $90 per semester hour
Admission	Breakers Technical College follows an open admission policy.
Financial Aid	Over fifty percent of BTC students receive some form of financial aid.
Placement	For recent BTC graduates, the overall job placement rate was nearly ninety percent. Eighty-two percent of those employed found jobs related to their BTC studies.
Associate Degree Programs	Accounting Agri-Business Management Automotive Service Management Building Construction Technology Business Management Child Care Services Commercial Art Computer Technology Culinary Arts Drafting and Design Technology Electromechanical Technology Electronics Technology Fashion Merchandising Fire Protection Hotel/Restaurant Management Machine Technology Marketing

Office Systems Management
Police Science
Practical Nursing
Welding Technology

Technical Certificate Programs

Auto Body Repair
Automotive Servicing
Building Trades
Business Skills
Correctional Services
Electronics Servicing
Emergency Medical
Farm Operations
Food Preparation
Industrial Maintenance
Medical Transcription
Nurse Assistant
Printing
Welding

For further information

Contact the Admissions office at
Breakers Technical
College Main, North, or South Campus.

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Administrators and Faculty Members

FROM: Manager, Community Services

SUBJECT: Cooperative Education Grant

I am pleased to announce that Breakers Technical College has again received federal funding in support of cooperative education activities. This is the third year BTC has received this support. During the past two years, we have involved over fifty employers in cooperative education programs for BTC students. We anticipate employer participation to expand during the third year of the grant and to place ten to twenty students per semester in cooperative employment settings.

Please have your students contact Raul Garcia, our cooperative education coordinator, if they are interested in cooperative work experiences as a part of their studies.

DISTRIBUTION: BTC Administrators and Faculty Members

VPAD-4

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Vice President, Administration

FROM: President

SUBJECT: Instrumentation Technology Program

Would you please provide me with details about the proposed instrumentation technology program for the South Campus? Specifically, I need estimates of projected implementation and recurring costs and space needs and information about possibilities of equipment donations.

Please confer with the Dean, Technical Studies, and the Administrator, South Campus, as you prepare the report to be sure their input is included. Since I will be presenting this information to our board tomorrow evening, I need this information by the end of business today.

DISTRIBUTION: President; Vice President, Administration; Dean, Technical Studies; Administrator, South Campus

PRES-2

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Dean, Technical Studies

SUBJECT: Technology Transfer Center Report

As chair of the Technology Transfer Committee, I am pleased to provide for your review a draft report focusing on the establishment of a technology transfer center at Breakers Technical College.

I would like to thank the following committee members for the valuable input and assistance in the preparation of this report: Chair, Electronics Technology Department; Chair, Manufacturing Technology Department; Chair, Drafting and Design Technology; and Administrator, South Campus.

Enclosure

DISTRIBUTION: President; Vice President, Administrative Services; Vice President, Academic Services; Vice President, Human Resource Development; Dean, General Studies; Dean, Technical Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus; Technology Transfer Committee

DTS-1

INTERIM REPORT
TECHNOLOGY TRANSFER CENTER COMMITTEE
(discussion paper - do not distribute without prior approval)

INTRODUCTION

Three months ago, the Technology Transfer Center Committee was organized and received a charge from our college president to examine the feasibility of establishing a technology transfer center at Breakers Technical College. This interim report has been prepared as a discussion document to present our progress to date and to obtain responses from college officials. The report is organized into five sections: (1) the need for a center, (2) the current status of technology transfer activities at Breakers Technical College, (3) the proposed center's mission, (4) the proposed center's organization, and (5) possible next steps.

NEED

Several factors point to the need for technical and community colleges to become involved in technology transfer activities. First, numerous reports have revealed that industries must apply the most current forms of technology to their design, production, and distribution systems if they expect to compete in the world marketplace. Second, these same industries have indicated that it is more effective and convenient to develop technologically by linking with local institutions and agencies that can diagnose their technology problems and provide relevant, applied solutions. Finally, the college is in a unique position to provide technology transfer services. Since technology-related content is taught each day, the college already has a technology base to draw from. Additionally, many members of the instructional staff have recent experience in industry and understand how industries operate and how they may be assisted. These factors clearly support the need for technology transfer and point to reasons that Breakers Technical College should consider expanding its activities in this area.

CURRENT STATUS

The college currently provides limited technology transfer services to county firms. During the previous twelve months, the college completed six technology transfer contracts for local companies. The companies receiving service range from a small, ten-employee square dance amplifier production firm, to a plastic kitchenware production firm that employs 120 persons. All of the firms are located within a four mile radius of the BTC south campus.

The committee recently conducted a survey of 178 county firms (82 percent response rate). The study revealed that firms anticipate that over the next twelve months they will need assistance with at least sixty-five different technology-related problems. Collectively, the firms believe seventy-one percent of the problems will be production-related with the remainder approximately equally distributed among the design (15 percent) and distribution (14 percent) areas. A majority of the firms (59 percent) with anticipated technology problems are located within the region of the county served by the south campus, thirty percent within the main campus service region, and eleven percent within the north campus service region.

MISSION

Based on the aforementioned technology transfer need and the college's capability, it is proposed that the college establish a technology transfer center. The center should have as its mission

1. Providing county firms with the most effective solutions to their technological problems.
2. Offering high quality technology transfer services at a reasonable cost.
3. Making available to firms well-qualified technology transfer teams that will effect improvement in a cost effective manner.
4. Providing quality customized training in support of technology transfer activities.

ORGANIZATION

It is proposed that the center be initially staffed by one full-time director, one part-time secretary, and various part-time (via contract) technology transfer team members drawn from the college faculty. Based on results of our survey, we recommend that the center place its initial emphasis on technology transfer in the production area. As center activity begins to grow, emphasis can be expanded into the design and distribution areas.

It is further proposed that the center be located at the college's south campus. This recommendation is based on the large number of projected technology transfer needs within the south campus service region and the location of the south campus in the vicinity of numerous high technology firms. Additionally, the south campus administrator indicates that space can be made available on that campus to house the center director and the secretary. As the center expands to meet anticipated future needs, consideration should be given to constructing a new center building in the industrial park adjacent to the south campus.

NEXT STEPS

Based on the assumption that this report and its recommendations are approved, the committee suggests that the following actions be taken:

1. Establish a technology transfer center steering/advisory committee.
2. Hire a center director and secretary.
3. Identify technology transfer teams from among the college faculty.
4. Train members in ways to efficiently and effectively conduct their activities.
5. Develop and distribute center promotional brochures.
6. Present promotional events related to the center to various industries and civic groups in the area.

There are probably other items to be dealt with as the center develops; however, these are among the most important. The committee members appreciate the opportunity to be involved in this important endeavor and look forward to receiving comments about the report content.

Respectfully submitted,

The Technology Transfer Center Committee

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: State Grant Opportunity

I have just received word that the request for proposals (RFP) for support of gender equity pilot programs will be released in the next week or two. The State Department of Education is funding ten institutions across the state to serve as sites for implementing progressive gender equity practices. Each grant will be funded at the rate of $85,000 the first year and $55,000 the second year. Each site is required to provide a half-time gender equity coordinator as project manager. Sites will be obligated to implement a range of progressive gender equity practices across the institution, including the areas of curriculum, institution, and personnel.

Perhaps we can discuss this potential opportunity at the next management team meeting.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-2

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Management Team

FROM: Vice President, Administration

SUBJECT: Public Relations

As you recall, at our last management team meeting I was charged with preparing a new set of guidelines for public relations activities at BTC. These guidelines could include information about speaking on and promoting the college; preparing news releases; developing descriptive course, program, and workshop brochures; and sponsoring various events (e.g., noncredit summer courses for youngsters, Black History month).

If you have any specific areas or items that you feel should be covered in the guidelines, please forward them to me within the next seven days.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-3

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: Administrator, South Campus

FROM: Chair, Business Studies, South Campus

SUBJECT: Concerns about Adjunct Instructors

Although I am sure we all do our best to hire the most outstanding adjunct instructors for South Campus classes, I have picked up comments from students and full-time instructors that points to a potential problem. Concerns I have include the following:

1. Adjunct instructors seem technically qualified, but some do not have any idea how to teach.
2. Adjunct instructors are rearranging laboratory equipment and materials in a way that it is disruptive to full-time instructors' teaching.
3. Full-time instructors are beginning to feel that they are carrying too much of the instructor burden (e.g., advisement, course and curriculum development, and committee work).

Is it possible to prepare a development program for part-time faculty members so they can become better informed and better teachers? I will be pleased to serve on a committee that examines this area.

DISTRIBUTION: Administrator, South Campus

ASC-2

BREAKERS TECHNICAL COLLEGE
Main Campus • North Campus • South Campus

MEMORANDUM

TO: BTC Administrators

FROM: Vice President, Administration

SUBJECT: Title Confusion

Although it has been over two months since my title was changed from Vice President, Administrative Services to Vice President, Administration, I am still receiving correspondence addressed to Vice President, Administrative Services. Please remind your staff that my correct title is Vice President, Administration.

DISTRIBUTION: President; Vice President, Administration; Vice President, Academic Services; Vice President, Human Resources Development; Dean, Technical Studies; Dean, General Studies; Dean, Business Studies; Dean, Service Studies; Administrator, North Campus; Administrator, South Campus

VPAD-6

SOUTH HAVEN COMMUNITY SERVICES

162 East Campbell Drive
South Haven

Dean, General Studies
Breakers Technical College
Midvale

Dear Sir:

We have noted over the past several years a dramatic rise in the number of adults that are interested in completing the General Education Development (GED) high school equivalency diploma. During this same period GED class opportunities at South Haven high schools have remained constant.

Would it be possible sometime in the near future to meet and discuss the possibility of Breakers Technical College providing GED classes for adults in South Haven? I have discussed this opportunity with the administrator of your south campus and was told that resources were not available to meet this need.

I look forward to hearing from you.

Sincerely,

Joan Early
Joan Early
Executive Director

cc: Administrator, South Campus

EXT-9